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all VOLUNTEER

The Army's recruiting and retention professional magazine since 1919

JUNE/JULY 1983

Going to school



Commander's Notes

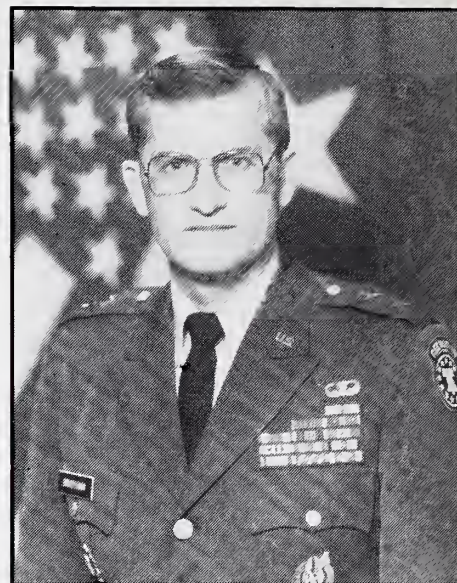
In School! That's where you'll find bright I-III-A graduates and seniors. Because the quality market is in the high schools and in the colleges, that's where recruiters must be.

Now is the time to plan your school programs for the year ahead. Among other things, planning should include visiting schedules, scheduling for ASVAB tests, coordinating with school administrators and counselors and obtaining high school lists. These are some proven ways to establish a recruiter presence in your schools.

Some of the not so well-known ways to make a lasting impression on school faculties and students are to be found in the following pages. From speaking engagements by former hostages to professional football clinics for high school and college coaches, Army recruiters are discovering keys to open school doors and finding warm welcomes when they arrive.

The reason recruiters are welcomed in the schools is that they provide something of value. Clinics in music, cooking, aviation mechanics, soccer and other skills and sports are being provided through Army recruiters nationwide. Some recruiters, experts in their own specialties, provide instruction or coaching in their area schools, working it into, or around, busy recruiting schedules.

Once established in your local schools, you are in a position to offer programs such as the



Army College Fund and the two-year enlistment option. For the Reserves you have the Simultaneous Membership Program and many of the same benefits accruing to enlistment in the active forces. If you are an integral part of your school's activities, students will seek to learn about these opportunities from you.

No possibilities should be overlooked in planning schools programs. A recent Rand Corporation study, sponsored by the Office of the Assistant Secretary of Defense for Manpower, Reserve Affairs and Logistics, indicates that recruiters may be passing up a source of high potential for quality enlistments in the two-year colleges and post-secondary vocational schools. Details of this study are presented on pages 4 and 5 of this issue.

Successful recruiters have aggressive, effective school programs. In the more difficult years ahead, these programs will ensure our continuing ability to provide the strength.

J. O. Bradshaw
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Major General, USA
Commanding



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FEATURES

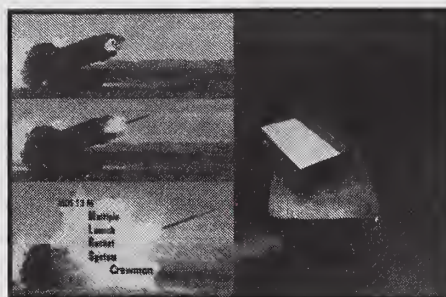
Rand report (2-year college market)	4
Raiders join the Army	6
Sales promotion: Army style	9
Students hear hostage	10
Music clinic clicks	12
Job fairs a "great way"	13
Educating in Dallas	14
Aviation mechanics show "goodwrench"	20
Mechanics' mentor wears battle dress	21
Recruiting area analysis	22
Media workshop	24
Reserve recruiter banks on eyes	26
A good bet in Charlotte	27
Columbus to Harrisburg: the Reserves have it	28
MOS 13M: Multiple Launch Rocket System Crewman	34

DEPARTMENTS

Field File	16
Diagnostic Test	30
Top 56 Club	31
Rings and things	32
Recruiter Aid	33

ABOUT THE COVER

Our nostalgic schooldays cover is furnished courtesy of USAREC-A&SP while the Multiple Launch Rocket System photos are by Frank Ontiveros and SSG Edward Larkin of White Sands Missile Range, NM.



Two-year college market

Staff feature

Charts by Rand Corporation

"Recruiters are unlikely to tap the two-year college market because it is a new, unknown territory for them."

The foregoing is quoted from page 36 of a recently published Rand Corporation report, *Potential for Military Recruiting from Two-Year Colleges and Post Secondary Vocational Schools*. Conclusions of the study (summarized in *Army Times*, March 21), emphasize that "the junior college and vocational school market has not been substantially penetrated by military recruiters."

Among the reasons the report gives for the military failure to make a concerted effort to recruit from this market is that "high schools have been the target for enlistees, and four-year colleges and universities have

been the target for commissioned officers." In short, the study concludes that 2-year colleges and vocational schools are an overlooked source of

... the study concludes that 2-year colleges and vocational schools are an overlooked source of potential high-quality recruits.

potential high-quality recruits.

While accession goals are currently being surpassed, the study says, this will probably not continue far into the 1980s. Economic recovery, decreasing unemployment and advancing weapon sophistication, will increase competition between the military and civilian

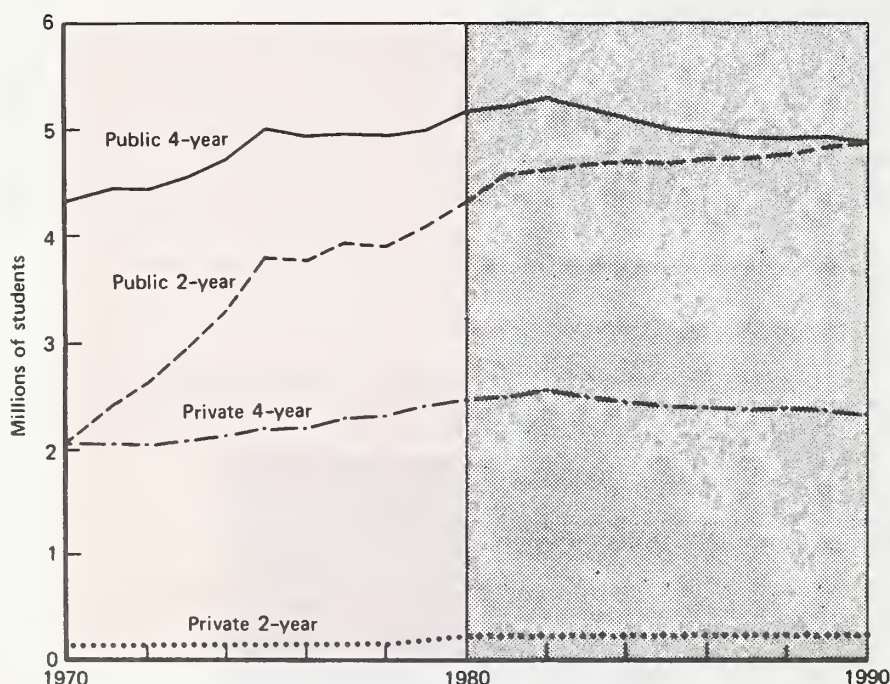
sectors for high-quality manpower for the next ten years. These trends, say the report, will make "untapped markets" such as 2-year colleges and non-collegiate institutions (adult education centers, area vocational schools, private nonprofit occupational institutes, etc.), prime sources for high-quality recruits.

This study examined the post-secondary education market to determine whether

- a. there are sufficient numbers of potential recruits in these institutions to prove fruitful for recruiting.
- b. most of the students in this market meet enlistment standards.
- c. the market can be penetrated.
- d. previous recruits have proven their value to the military.
- e. additional research is needed to develop successful recruiting policies.

From a number of sources, the study estimates that in 1980 there were about one million male students in the two-year colleges who were within the age range for non-prior service. Additionally, the report recommends that older students should be considered for both the active and reserve forces.

Enrollment trends in collegiate institutions



SOURCE: Projections of Education Statistics to 1990-1991

Note: Shaded area indicates projected enrollments

Recruitment of 2-year college students promises to raise the overall quality of the enlisted force . . .

Fiscal Year 1981 figures provided in the report show that 370,000 veterans attended 2-year colleges under the post-Korean educational assistance program (GI bill) and another 120,000 attended vocational and technical schools.

Recruitment of 2-year college students promises to raise the overall quality of the enlisted force according

is overlooked

to the report. The study group is above average in aptitude and over 90 percent of those between the ages of 18 and 21 are single and report being in good physical health.

While 75 percent of 2-year entering freshmen say they intend to transfer to a 4-year college or university, around 6 percent actually transfer.

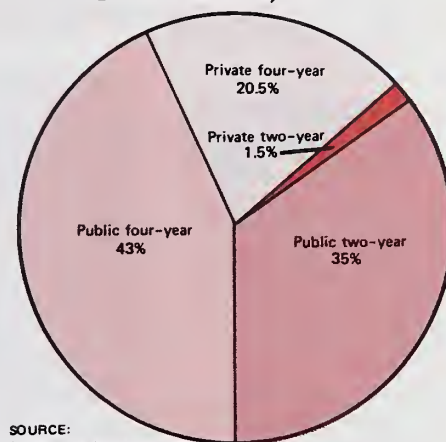
Regarding penetrability of the 2-year college and postsecondary vocational school markets, the study finds that less than 4 percent of all non-prior service accessions in 1981 had one or two years of college. In spite of less than 1 percent of the freshmen in the 2-year class of 1981 indicating interest in a military career, the market contains many students whose educational and occupational aspira-

tions are unstable. Over 60 percent of the students are enrolled part time; transfers into and out of junior/community college are common and instability among academic and vocational tracks characterizes the behavior of many of these students. While 75 percent of 2-year entering freshmen say they intend to transfer to a 4-year college or university, around 6 percent actually transfer. Because many of these students are in "a state of flux," the authors believe that with the right recruitment incentives and strategies, this market is penetrable.

The value to the military of recruits with one or more years of college is measured in the study by the application of the following criteria.

- Successful completion of training in a minimum amount of time
- Ability to fill critical occupational specialties.
- Good job performance
- Not subjects of disciplinary actions

Postsecondary institution enrollment, 1979



SOURCE:
Condition of Education, 1981

Applied to the postsecondary input for Fiscal Year 1978, enlistees had lower attrition rates than those with less education. Once in the military, these students performed well.

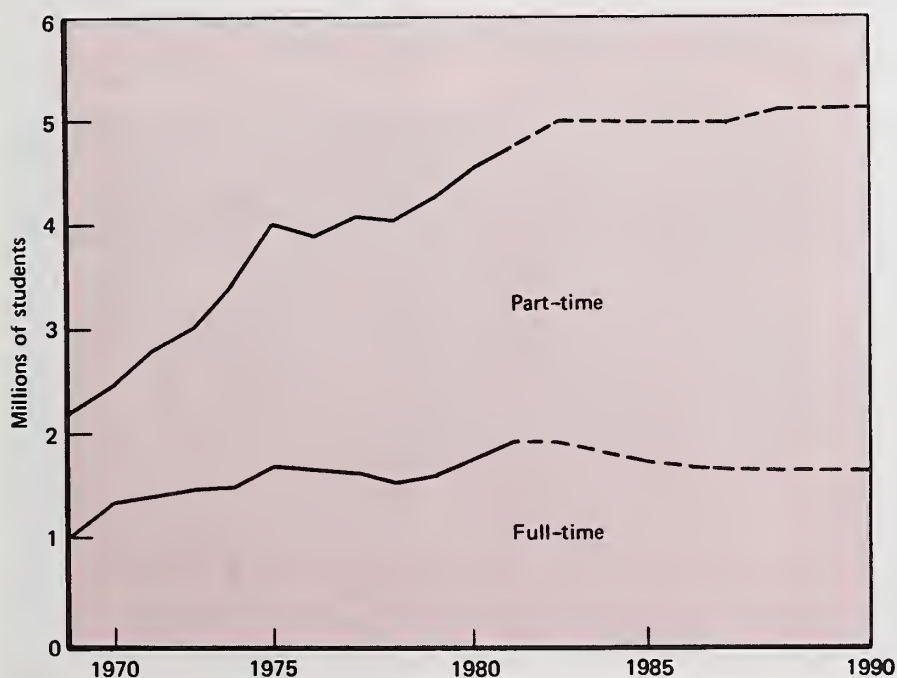
Although the study provides an accurate profile of the post-secondary education market, the authors admit that it raises more questions about the penetrability and utility of the market than it answers. Further studies are recommended to determine what recruiting strategies would be most effective in this market. Four different types of studies are identified for this purpose. These are:

1. Analysis of existing data sets.
2. An examination of effective use of recruiters in the post-secondary market.
3. A market survey of alternative recruiting packages and communication channels.
4. A targeted recruiting experiment in the postsecondary education market.

The value to the military of recruits with one or more years of college . . . enlistees had lower attrition rates than those with less education. Once in the military, these students performed well.

These studies are recommended to ascertain the penetrability of the target market and associated costs.

Two-year college enrollments



The day the Los Angeles



Staff Feature
Photos by SSG Jerry Simons
USAREC PAO



Cooks of the 63rd Army Reserve Command, serve Raiders Head Coach Tom Flores a delicious barbecue meal.

Willie Brown, Kenny King and Dave Dalby don't wear recruiting patches, but they may be helping the Los Angeles DRC make its recruiting mission for years to come.

These stars of the two-time world champion Los Angeles Raiders, together with fourteen other players and coaches, including head coach Tom Flores, "joined the Army" for a football clinic at the Los Alamitos, CA, Armed Forces Reserve Center in March.

More than 400 Los Angeles area high school and college coaches, along with local Army representatives attended the one-day event, designed to improve Raiders' public relations and open doors to local high schools and colleges for USAREC's recruiters.

It all began in January, when Al LoCasale, Raiders' executive assistant, contacted NW Ayer account executive, Jan Nagle with the idea. The Raiders, always active in community relations,

thought the Army would like to help as a means to improve school programs related to recruiting.

Presented with the idea, LTC John K. Swensson, Los Angeles DRC commander, enthusiastically endorsed it. The clinic would give recruiters a chance to do something for their high schools and establish good rapport with the coaches.

Swensson assigned the task of organizing the event to MAJ Charles H. Skeahan, DRC executive officer and SFC Riley A. Wooten, Long Beach area professional development NCO.

Realizing that an event of this size could become a logistics nightmare, Wooten contacted CPT Stanley Metzger, retention officer of the 63rd Army Reserve Command, located at the reserve center. Metzger agreed to do what he could with personnel and equipment, but suggested that Wooten contact COL Jesus Carranza Jr., deputy commander of the reserve center and

ask about a location to hold the clinic.

The Colonel offered the use of the center theater and an adjacent field that could serve as a location to set up a dining tent and as an area for demonstrating football techniques.

With a place to hold the clinic secured and logistics support arranged, the next step was to invite the high school and college coaches.

A letter went out inviting the coaches to spend the day at the reserve center, as guests of the Raiders and the Army. The letter described events planned for the clinic and informed the coaches that a bar-b-que lunch was scheduled. The letter also asked the coaches to contact their local Army recruiting representative should they need transportation or have any questions. Included with the letter were a map of the center and a gate pass for privately owned cars.

Preparations for the clinic did not end there. Food had to be purchased

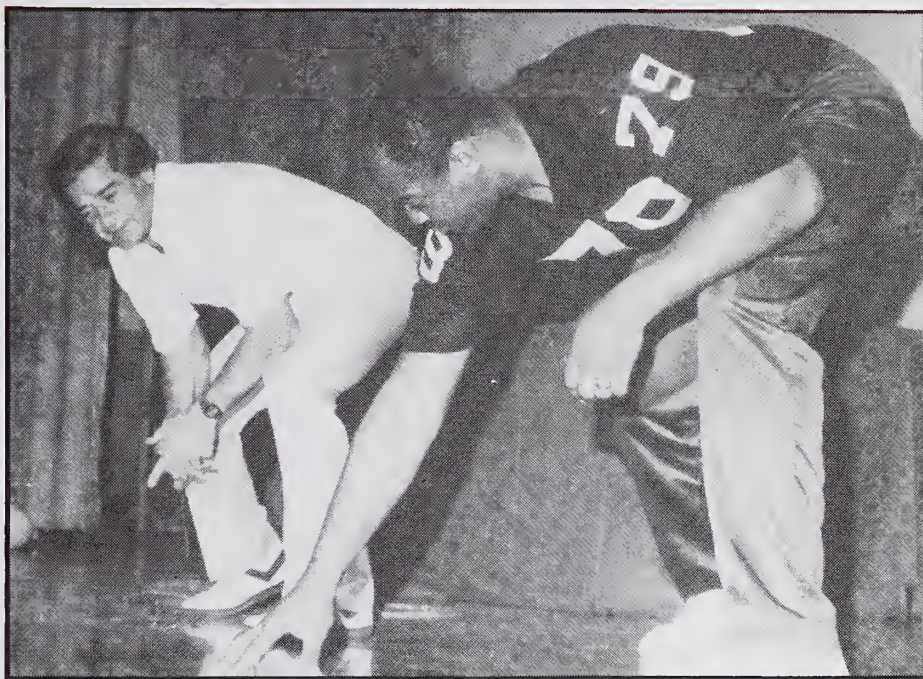
Raiders joined the Army

and materials such as stoves, tables, chairs, eating utensils and dining tent had to be collected. The theater had to be set up; Los Angeles Raiders and "Be All You Can Be" banners had to be hung in place, lighting checked out and displays arranged. The clinic, billed by the Raiders as the First Los Angeles Raiders-US Army High School Coaches Clinic was, according to Skeahan, one of the largest events in which the DRC has participated.

No two individuals alone could handle a project this size. Skeahan and Wooten were assisted by many recruiting, reserve and guard personnel, who set up equipment, cooked, directed traffic and acted as ushers before and during the clinic. Each recruiter present served as a guide and answered questions about the clinic and Army programs.

On the day of the event, all Army principals were at the center as the sun peeked over the horizon. Time for a quick cup of coffee, a few last-minute instructions and the clinic was ready to begin.

As early as 7:00 a.m. coaches from across the Los Angeles area, which covers 39,000 square miles, began to arrive. One after the other, representing 329 high schools and 63 colleges, they made their way to the center



Raiders' offensive line coach, Sam Boghosian, explains the proper stance for an offensive lineman while tackle, Bruce Davis, veteran of Super Bowl XV, demonstrates.

theater and took their seats.

Guard, DRC and reserve personnel directed cars to parking areas and seated the coaches so smoothly that many of them wanted to know how many years the clinic had been going on.

By 9:00 a.m. the theater was full and the clinic began.

Leading off the day's events was

the presentation of colors by a DRC honor guard, followed by the "Pledge of Allegiance." The initial speaker of the day, Swensson, welcomed the audience to the first Raiders-Army clinic, presented an Army overview and rolled the film "Be All You Can Be."

He then introduced distinguished guests, BG James Beal, Deputy Commanding General 63rd Army Reserve Command, COL Robert H. Alsheimer, Commander US Army Western Region Recruiting Command and COL Daniel J. Hernandez, Commander Armed Forces Reserve Center, Los Alamitos.

Swensson then introduced special guest Jim Young, the newly appointed head football coach for the US Military Academy, West Point, and asked him to say a few words.

Young drew a resounding cheer from Army members when he announced that the annual Army-Navy game would be held in the Rose Bowl this year and that Army would win.

The next guest to be introduced was Tom Flores. He outlined those subjects that would be covered during the clinic,



A crowd of high school and college coaches gather around as former "All Pro" Willie Brown, explains defensive back skills.

Recruiters say first Raiders/Army clinic has opened doors



Coaches, representing 329 high schools and 63 colleges, look through bags containing Recruiting Command RPIs and Raiders promotional material, including Super Bowl and team record books.

how they would be covered and explained the Raiders philosophy of attack. "The Raiders," he said, "are always on the attack whether it be offense or defense." He added that this would be evident during all of the clinics held that day.

Flores then introduced the first lecturer of the day, Earl Leggett.

Leggett, defensive line coach for the Raiders, was assisted in his presentation by "All American" Reggie Kinlaw who demonstrated blocking and stance as Leggett instructed the group. After his presentation, Leggett invited anyone interested to gather outside where a chalk board was set up for more individualized instruction. His portion of the clinic was well received by the coaches and set the tempo for the rest of the day.

Other subjects covered were line-

backer techniques, demonstrated by Rod Martin; defensive back technique, demonstrated by former "All Pro" Willie Brown; offensive line play demonstrated by Dave Dalby and Bruce Davis; running back fundamentals, demonstrated by Kenny King, one of the AFC's top ten rushers and last but not least, were quarterbacking and pass receiving skills.

At noon, a bar-b-que meal was served by cooks of the 63rd Army Reserve Command. During the meal, recruiters took advantage of the free time to discuss school visits with coaches. Also during the meal, a half-time show featuring a parachute jump by the 12th Special Forces Group was presented.

One recruiter responded this way to the day's events. "The clinic was a success for me," said SFC Gary L.

Webb, a recruiter from the Hollywood recruiting station. "Before today I had very little communication with my high school coaches. I feel that the clinic has opened doors for me." Another recruiter from the same station, SSG Robert J. Dekert said, "Many coaches came up to us and asked about the Army. It seems that because we were on an Army post they were curious about it."

When asked about his reactions to this clinic next year, said the coach. "I thought everything went well, considering that this was the first Raider's attempt at a clinic of this type. I felt that the Army did an excellent job preparing and taking care of all the details. The coaches were all very receptive and should have gone away with a little more knowledge."

Flores thought that the Recruiting Command was impressive and very well organized. "One thing about the Army," said Flores, "if they say 8:15 they mean 8:15 and not 8:14 or 8:16. We found that out early this morning. I think that they, the recruiters, are easy to work with and have a positive approach."

As for future involvement with the Army, "We will most likely repeat this clinic next year," said the coach. "We don't have much time for something like this, but we could handle it as an annual event." He added, "Sports are a great avenue of introduction to the young people of America. Clinics like this one are a great way to get their interest. Once you have it you can show them your program."



Promotions: Army style

by **CPT Robin Story**
USAREC-A&SP

Nineteen high school soccer Most Valuable Player (MVP) Award winners, their coaches and families attend the Chicago Sting indoor soccer game as a tie-in to the Army night soccer MVP awards project . . . The DRC commander kicks out the first ball . . . Ft. Sheridan's 81st Army band performs during opening ceremonies . . . an Army color guard posts the colors . . . in the audience, full-color posters of the soccer team with the Army slogan, "Be All You Can Be," developed specifically for this night, are being distributed. This is an example of sales promotion in action.

What is sales promotion — Army style? It is the use of promotional tools and techniques to reinforce advertising themes and to further open doors for recruiters.

The aim is to get prospects aware about the Army and Army Reserve and to make them more receptive to the recruiting message. Various sales promotion tools are used to put recruiters in contact with prospects, normally high school students, and their influencers.

A few examples of sales promotion activities are: soccer clinics and awards, high school assembly programs such as "The Career Game," media tours, TAIR events and Army exhibits at local, state, regional and national conventions.

Most sales promotion activities are intended to help recruiters establish and maintain acceptance in high schools. Therefore, recruiters are the key to a successful sales promotion activity. They handle the local coordination, are on hand to answer questions or distribute literature, follow-up to take advantage of the promotional activity and assist the evaluation process by providing comments and recommendations.

Successful sales promotion projects do not just happen. There's a lot of preparation to ensure that the activities meet specific needs and goals. Sometimes the planning is very elaborate and formal. Other times, the various steps are considered informally, often during a conversation. Normally the preparation formalizes as the project increases in complexity. As more assets, time, funding and people are brought together for a promotion, the planning steps become more precise.

Before a project is considered, needs must be defined. The next step is to set objectives to satisfy the needs. Project concepts are then examined. The concepts can originate from any element within the command, the advertising agency or a civilian organization through the agency. Next, a project proposal is presented to develop the concept. Whether the proposal is accepted or rejected is a command decision.

There are many considerations that go into the acceptance or rejection of

Unlike advertising, the success of sales promotion activities is not measured with devices such as rating points or reach and frequency formulas.

For example, suppose there are three schools where Army recruiters are not allowed to speak with students on campus. Access to students would increase recruiter efficiency. A need has been identified. What are the objectives? One, quite naturally, is to gain access to the schools. Perhaps another is to get the principals to realize the Army can help students pay for a college education. Another could be the opportunity to explain the Army College Fund (ACF) program to students. Assume that a student assembly program is developed to achieve these objectives and that it is properly completed. The principals now accept the fact that the Army can financially assist students in acquiring higher education and the principals now welcome ACF presentations to juniors and seniors in the schools. This project has successfully met all

What is sales promotion — Army style? It is the use of promotional tools and techniques to reinforce advertising themes and to further open doors for recruiters.


a proposal: How much will the project cost? Are funds available? When and where will the project be most effective? How involved will recruiters be? These are some of the questions that must be answered before a "go/no-go" decision is made.

After the proposal is accepted, a plan is developed. After implementation, the project is evaluated to determine its effectiveness.

Are sales promotions effective? It depends on how well the established objectives are achieved.

objectives.

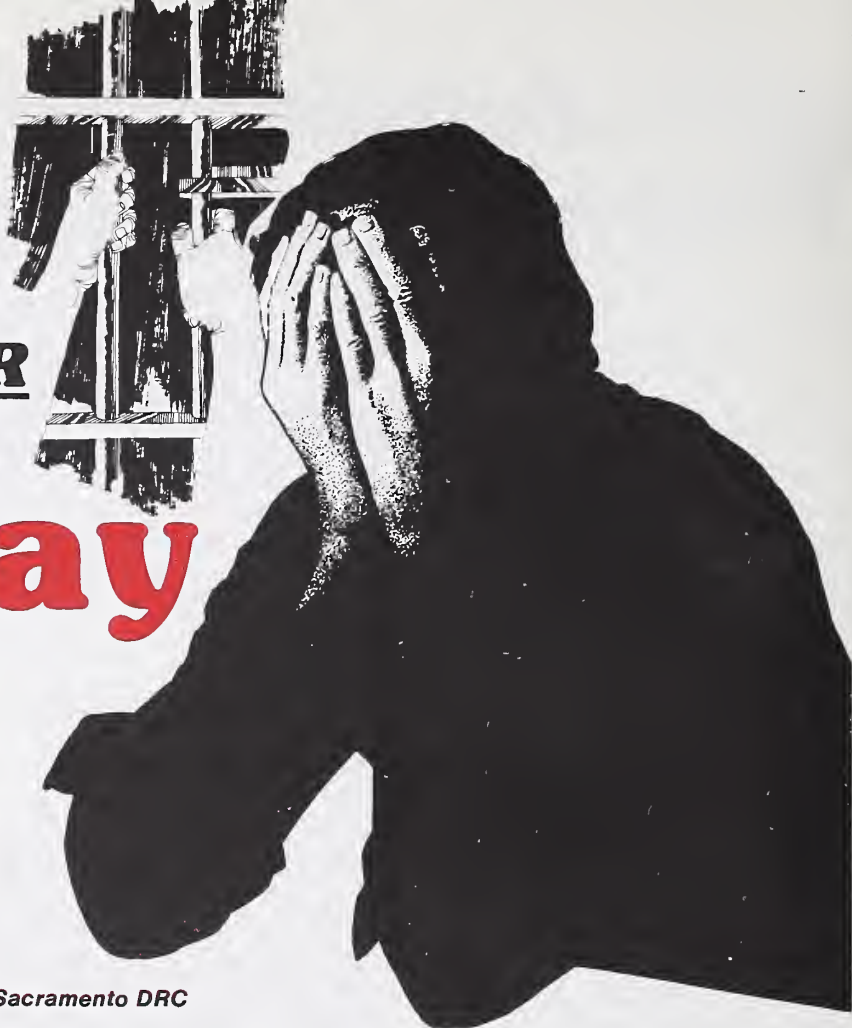
Are sales promotions popular? Yes, a successful sales promotion activity is well received by the public. Both the community and the schools appreciate positive concern and support. The recruiter reaps the benefits of their appreciation and acceptance.

It takes some imagination and ingenuity to develop successful sales promotions. This issue of *VOLUNTEER* demonstrates how several DRCs have translated creative ideas into successful sales promotions. 

STUDENTS HEAR

444-day tale told

Story and photo by Steve Janosco, Sacramento DRC



*In quiet we had learn'd to dwell—
My very chains and I grew friends,
So much a long communion tends
To make us what we are — even I
Regain'd my freedom with a sigh.*

—Byron

Looking back, there is a lot to remember about the past two years. In 1981, Pope John Paul II and President Reagan survived assassination attempts, John Young and Robert Crippen completed the maiden flight of the space shuttle orbiter Columbia, and the Oakland Raiders won the Super Bowl.

Last year, 1982, saw more Americans out of work than at any time since World War II; the controversial Vietnam War Memorial was dedicated in Washington, DC and the summer blockbuster movie "ET" became the all-time box-office champ in film history.

Two years ago, another significant event took place . . . the release of the 52 American hostages in Iran. One of those captives was SFC Donald Hohman.

Now a warrant officer candidate,

Hohman currently attends the Army physician's assistant course at Ft. Sam Houston, and is scheduled to graduate in July. Earlier this year, Hohman traveled to California's capitol city where he spoke before hundreds of high school students as a guest of the Sacramento DRC. During his two-day blitz through Sacramento, Yolo and Sonoma Counties, Hohman talked about his 444-days of captivity.

While growing up, Hohman paid his dues in West Sacramento, one of the "rougher" towns in Northern California. "West Sac" embraces the Port of Sacramento and is located midway between San Francisco and the Sierras. There Hohman learned how to "cover" and "take a punch" in a fight, a skill and attitude that served him well during 14 months of incarceration.

Hohman joined the Army 15 years ago to avoid a routine career. Like his job at the embassy, his capture was neither routine nor run-of-the-mill and is indicative of Hohman's refusal to play "sitting duck." When they kicked in the door to his apartment near the

embassy, he went over the balcony and got down to the first floor. He had made it, but the National Police pointed him out to the terrorists, who then took him prisoner.

A further example of his unwillingness to toe the line with his captors was his decision not to cut his hair or shave. "When I started growing my beard and hair I told them, 'it'll be as long as Khomeini's before I leave,'" Hohman recalled. "They thought that was funny at first, but the longer it grew, the longer their faces got. They realized I meant what I said."

Life as a hostage, although not as severe as reported by the POWs in Vietnam, was not easy and the first six to seven months stand out in Hohman's mind as the roughest. This was the time when the terrorists did a lot of tying of the hostages' hands. The first two or three months the hostages had their hands tied usually every place they went except to go to the bathroom.

His diet consisted of American-style food, but lacked protein. The

terrorists captured the compound which had a co-op store, but they didn't know how to prepare the food. Frozen french fries were served unheated. The hostages also had Iranian food which they were not accustomed to. The Iranians baked a bread that the Americans called wallpaper bread. It was about as thin as wallpaper. "It was terrible stuff," Hohman added.

Although the hostages were given their freedom before they could put an escape plan into effect, Hohman and cellmate Bill Belk were going to try for a "bust" in February 1981. They were going to try and get out then because they thought it would be a long time after Christmas 1980 or the presidential inauguration in January 1981 before another date could be found that would give the terrorists enough media coverage to let the Americans go. "A couple of the guys in my room didn't want anything to do with it. But I didn't want to die in captivity," Hohman said.

Letter writing served as a form of therapy and the terrorists allowed the hostages to write about anything as long as it didn't contain their location. Anything else was fair game. "I used to be pretty adamant about it. I'd write down exactly the way I felt about them and they used to come in and say 'You expect us to mail this?' I said, 'Of course! You want to lie?'"

Hohman said this was a way of getting back at the terrorists since, as Muslims, their religion does not permit them to lie. "They'd say 'You're getting all your mail.' I said, 'Now I know you're lying. Allah will condemn you for this.' But they'd lie straight to our face. Yet they'd say that Muslims never lie."

No matter where he was held captive (he started off in the little yellow prefab houses on the compound, then went to the ambassador's residence, then for a couple of weeks to the warehouse under the embassy referred to by the hostages as the "Mushroom Inn," back to the ambassador's and then to the chancellery), Hohman was able to hear the massive demonstrations taking place outside the embassy as viewed by millions on TV.

During the huge demonstration on

the first anniversary of the embassy takeover, he was informed by his kidnappers that there were more than four-million participants outside. "We could feel the vibrations through the walls." How did it make him feel? "Fearful."

About the third or fourth day of the captivity they took Hohman out to the crowd and took his blindfold off. "The purest form of terror I've ever known is to face somebody that wants to kill you. I thought they would literally tear me limb from limb." At that moment, as if a human sacrifice, Hohman faced an overflowing river of Iranian demonstrators . . . like salmon attempting to swim up stream, their hands reached through the bars at the main gate leading onto the compound. Their rallying cry was 'death to America.'

It was not until September 1980 that Hohman first learned of the attempted rescue that previous April from reading, ironically, a militant leftist American newspaper which had



Former hostage Donald Hohman responds to questions from students at Sacramento's La Sierra High School.

been brought in from the States. "At first I thought, 'Damn they've jeopardized us. They almost got us killed.' But now that I understand the raid, I think it probably could've worked. It was just by a fluke that everything fell apart."

Hohman says the people who went into Iran really wanted to do the job and those guys are the heroes. "I truly believe those eight individuals who

died and the people that went with them are the true heroes out of the whole thing."

Little children, geopolitically isolated, vicious kids and without compassion . . . those are the ways Hohman described the students who took away his freedom for 14 months. "A lot of the other hostages would say, 'Well, I see some compassion in these people.' And I said, 'You must have been in a different cell from mine because I've never seen it.' When I was on my hunger strikes (Hohman stopped eating meat on Christmas 1979 and also fasted frequently) they would put me in solitary. I would go maybe a week without seeing a living soul. I don't call that compassionate."

Now that his ordeal is behind him, Hohman has a great deal of hate for his kidnappers. "I hope that they are never allowed into my country. And I don't believe Iranian students who demonstrated here in the United States should be allowed to stay. If they don't like my country, they can get the hell out!"

Hohman says his wife, Anna, became much stronger as a result of his absence. While he was gone, she dealt with putting in claims, getting ID cards and submitting forms to the government and as a result is now more self-sufficient. There is now a closer tie between the Hohmans and their marriage is probably stronger. Both came through the ordeal a little tougher, and Hohman is also much closer now to his children.

Physically, Hohman has not suffered any permanent damage. During his imprisonment, he exercised regularly and did hundreds of situps and push-ups daily. In large crowds he does get a bit edgy, a feeling he experienced before being taken hostage.

In retrospect, the most important thing Hohman learned about himself from the captivity was his ability to get through anything he wants to as long as he knows he has the love and support of his family and the backing of the American people. "I used to say to the other hostages, 'They haven't forgotten us. They're out there fighting for us.' And I think that's what did bring me through."

Continental Army Band holds music clinics

Story and photo
by SFC C. Drake
Columbia DRC

Army bandsmen are known for traveling and playing concerts in strange surroundings, but members of one of the Army's finest bands found themselves back in high school recently.

Five members of the US Continental Army Band, based at Ft. Monroe, were on tour teaching band skill clinics for the Army Columbia District Recruiting Command at schools near Florence and Greenville, South Carolina.

One of their stops was at Bennettsville High School in Bennettsville, SC. It was here they passed along their usual bushel of useful information to high school musicians and helped Army recruiter Staff Sergeant Art Morin tell some more of the Army story.

Two of the bandsmen, SP6 William Garlette and SP5 George Pond, had been high school band directors before

joining the Army.

Garlette, a trumpet player, handled most of the full band sessions, while others sat in with their specialty instrument sections.

Garlette is a believer in skill clinics and knows from personal experience how they help a band program get stronger.

"My high school band director harped on the basics every day, but when a guest director pointed out the same faults, I remembered to avoid them," he said.

Pond, a trombone player, agreed and demonstrated warm-up techniques that make routine practices more interesting for baritone and tuba players.

"Warming up and getting in shape during each practice is so important for these youngsters," Pond said. "Lip muscle tone is the key to being a good horn player, and musicians need to spend time warming up and getting in shape, just like an athlete."



Specialist 6 William Garlette handles the baton for a Bennettsville High School band clinic. A five man team of musicians from the US Continental Army Band, Ft. Monroe, Va., were teaching band skill clinics at several South Carolina high schools for the Army Columbia District Recruiting Command recently. (Photo by SFC C. Drake)

Morin knows that band clinics have helped him as a recruiter.

"The last band appearance at one of my schools was followed with a skill clinic," he said. "It resulted in six auditions. Four passed the auditions, two enlisted for an Army band MOS and two others chose another Army career field."

"When kids realize the Army is more than guns, tanks and helicopters, they are able to see more potential for themselves," Morin said.

"Band clinics not only provide a lot of useful information, but you have some top notch Army people working with the better high school students, and the kids remember that when thinking about joining a military service."

While Garlette and Pond worked with the band's brass sections, SFC Jerry Singer handled the flutes, SP5 Douglas Nash worked with reed instruments; and SP 6 Ernest Thomas stood in with the drummers and other percussionists.

Total Army at Job Fair

Story and photos
by Ray Graham
Salt Lake City DRC

It looked like a set from M*A*S*H at the Valley Fair Mall in West Valley City, UT as members of the Active Army, the Army Reserve and the Utah National Guard staged an Army Job Fair.

"Job Fairs are a great way to demonstrate to the general public what today's

"Job Fairs are a great way to demonstrate to the general public what today's Army is all about."

Army is all about," said Glenn Foreman, Public Affairs Specialist for the Salt Lake City DRC, who arranged and coordinated the fair.

"We find that Job Fairs stimulate interest in the Army among young people. Many of them request more

information and quite a few end up joining," he explained. The DRC conducts job fairs every year in most of the major cities.

Among the displays at the mall was a 155-mm howitzer from the 6/83rd Field Artillery unit in Ogden, UT a biochemical operations display from Dugway Proving Grounds in western Utah; a blood pressure check conducted by the 328th General Hospital, Ft. Douglas, UT a booth preparing dog tags for mall visitors from the 244th Personnel Services Company, Ft. Douglas; a small equipment display from Company C, 321st Engineer Battalion, Ogden, and an OH-58 light observation helicopter from the Utah National Guard.

Soldiers from these units were on hand to answer questions and explain the operation of the equipment. Army recruiters were available to discuss pay and benefits, enlistment lengths, duty assignment locations, living conditions and to answer other ques-



and a 155-mm Howitzer.

tions from visitors.

To publicize the event, spot announcements were purchased on local radio stations and display ads were placed in area newspapers. Also, a television remote package was obtained on a Salt Lake City station.

SFC Art Gillespie, commander of the West Valley City, UT recruiting station; Bill Morris, DRC A&SP Chief, and Foreman hosted the remotes. "Being on TV was a bit frightening at first, but after we got the hang of it, I

"Being on TV was a bit frightening at first, but after we got the hang of it, I think we did a pretty good job."

think we did a pretty good job," said Gillespie.

"This Job Fair was one of our most successful," said Morris. "The various units really went all out on this one to present an impressive display, and our television remote broadcasts allowed many more people to see it," he said.



Army Job Fair exhibits included a blood pressure clinic . . .



Dallas DRC educates

The Dallas DRC is making a total effort to build a complete high school program. In addition to an active TAIR program, this includes a newly developed educator workshop series as well as participation in school programs.

The educator workshop is designed to inform educators about resources and assistance the Army has to offer high school students who are making career selections.

The two-hour workshops are conducted by Mrs. Rozelin Whitcraft, DRC Education Coordinator, and given to high school counselors, principals, administrators, and members of the recruiting force.

One important segment of the workshop is designed to introduce ASVAB as a tool available to assist educators. After attendees take mini-tests and grade them, Mrs. Whitcraft provides detailed instructions on how test results may be used by the educators. This shows them how to derive maximum benefit from the test and increases their appreciation for the ASVAB.

Educators whose schools have not been using the ASVAB are then asked to commit to give the test. Those whose schools have been giving them to students on a voluntary basis are asked to be testing on a mandatory basis.

The education coordinator and area commander coordinate the workshop with the Superintendent of each independent school district a month in

advance. They explain the program and request permission to conduct the workshop for the district's principals and counselors.

Recruiting station commanders handle logistics by reserving an adequately sized room in a popular local restaurant. The COI are provided lunch as part of the program. In those cases where sufficient space is available, educators from adjoining school districts are invited to participate.

Next, the workshop agenda is developed to fit the time allotted for the session. A five-minute introduction is provided by the area commander. The Education coordinator then spends approximately an hour on the ASVAB explaining the program, administering the test from the booklet "Your Future Is Now," and explaining the use of composite scores after the educators have graded their tests.

The station commander then discusses Army Opportunities and assistance to include the Army College Fund and Delayed Entry Program. He then reviews the "Partners in Education" philosophy followed by a summation of events by the area commander. Lunch is the grande finale, and provides recruiters an opportunity to discuss individual requirements with representatives from their schools.

Educators receive folders containing the Army College Fund booklet, the "Your Future Is Now," booklet, a completed USAREC Form 646 (Po-

the educators

tential Army Benefit, Summary Sheet), Apprenticeship Program booklet, "How Not to Blow an Interview" booklet, "How to Use the ASVAB" brochure and the October 83 Profile booklet.

Also included are the seven-inch ruler, Army pencils, and a black felt-tip pen — all with the "Army — Be All You Can Be" message.

Each recruiter in attendance follows a plan formulated for him. His individual plan, coordinated with the station commander and area commander prior to the workshop, outlines his needs and what he requires in order to accomplish those needs. For example, one recruiter wanted permission to address students scheduled for the ASVAB a day prior to the test in order to explain the importance of taking the test with a serious attitude. A high ranking school official agreed to do that briefing for him in order to add additional emphasis.

Recruiting personnel are strategically seated in order to maintain Army-oriented discussions and avoid discussions between officials on other school matters not related to the program. A member of the command desiring to obtain a specific commitment from a school official is always seated next to that official. The recruiter/area commander then asks for that commitment or requests a follow-up meeting in the near future to discuss it. The workshop not only strengthens rapport with those officials who are

pro-military, but has been successful in influencing others to schedule the ASVAB and to utilize other Army resources available to educators.

One of those resources is the TAIR program. The Dallas DRC has a proactive program rather than a reactive program. The A&SP section, in coordination with the Area Commanders, plans and schedules activities on a regular basis. Once the quarterly plan is approved, the coordination begins with funding requests to SWRRC and requests to the appropriate installation.

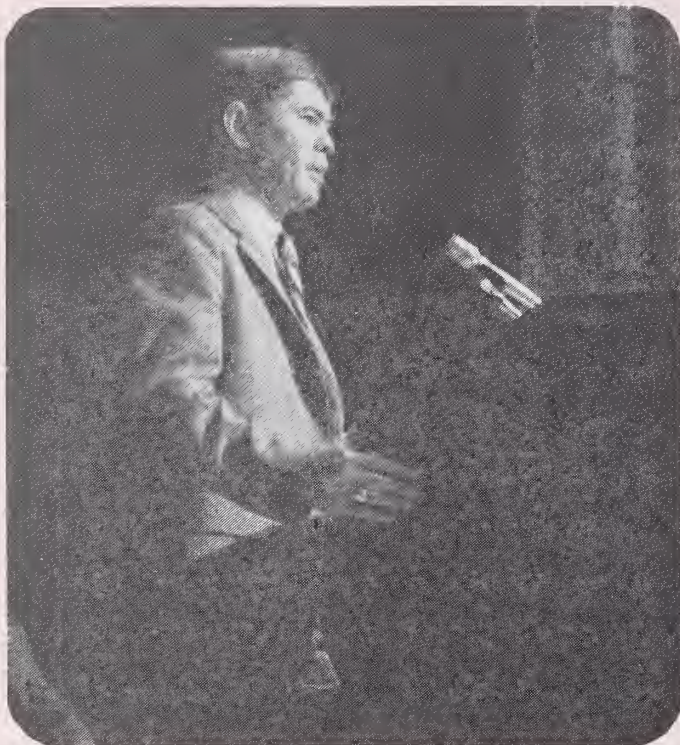
When funding and availability are confirmed, the appropriate area commander is given the green light to schedule. This is normally 30-60 days in advance. The area commander then coordinates with RS commanders to determine where the resource will gain maximum benefit. First attention naturally goes to Priority I high schools, but decisions still need to be made concerning which schools should be contacted first. Recruiters then schedule schools and provide confirmed schedules to area commanders and A&SP.

In Dallas DRC high schools, recruiters are getting exposure and explaining the benefits of joining the Army. They are doing it by using some new approaches — all designed to make the recruiter more involved with the educator and the high school senior.





DR. JAY R. SCULLY, ASSISTANT SECRETARY OF THE ARMY for Research, Development and Acquisition recently asked the Baltimore/Washington DRC to arrange a speaking engagement for him at Annandale, VA High School, his alma mater.



Dr. Jay R. Scully, Assistant Secretary of the Army for Research, Development and Acquisition, speaks before an audience at his alma mater, Annandale VA High School. Secretary Scully is participating in the General Officer Speaker Program.

Under the auspices of the General Officer Speaker Program, Scully, a 1958 graduate, spoke to a group of 400 senior government students with descriptions of the Army's new technology and the education opportunities available to Army enlistees.

Thoughtful questions posed by students and faculty included the ability of the country's raw material, industrial and technological base to meet Pentagon weapons demands and the likelihood of a third world war in the near future. In answering these questions, Dr. Scully remarked that while there is reliance on foreign sources for raw materials and an aging industrial base, American technology can meet defense challenges. He added that by building a strong defense structure, we would be able to deter Soviet aggression.

Following the formal question and answer session, Dr.

Scully answered individual students' concerns, as did the recruiter for Annandale High School, **Staff Sergeant Annette Holland** and Arlington Area Commander, **Captain Robert D. Seigler**. (Jay N. Fromkin, BWDRC)

A BOUNCING BASKETBALL AND FAMILIAR NOISES emanating from the gymnasium were enough to attract **Staff Sergeant Loren Hand**. He couldn't resist the temptation to join in and enjoy the excitement of sending the ball swishing past the rim and into the net. He hadn't lost his touch after all.

The incident took place at the East Henderson NC High School where Hand is the Army recruiter. After a few short scrimmages with members of the high school varsity team, word soon spread to basketball coach **George Poston** that the 6-foot, 5-inch Hand was a "pretty fair" basketball player. During the first meeting with Coach Poston, Hand found that an assistant varsity coach was needed. He volunteered to help if practice and games didn't interfere with his recruiting business.



SSG Loren Hand discusses Army opportunities with students at East Hendersonville NC High School.

Coach Poston welcomed the idea and immediately sought approval of the school board. The DRC Commander, **Lieutenant Colonel J. J. Mills**, also thought the project was sound as long as it didn't interfere with recruiting.

By the time basketball season drew near, school board approval came through and high school basketball became Hand's extracurricular activity in the evenings.

Coaching doesn't hinder his primary business of recruiting. Hand said, "Coaching has opened doors at all

the schools in my area and I've had the opportunity to meet students as well as athletes."

Greater than any other advantage is the fact that Hand is the most widely known military recruiter in the Hendersonville area. "I get all kinds of questions about the Army, and military life in general," he said. "It has given me numerous opportunities to tell students, educators, and parents about Army opportunities, especially the Army College Fund." "Actually," he continued, "many of the discussions have led to either enlistments or referrals, and quite a few seniors are now thinking about the Army after graduation."

Hand, who was assigned to the Hendersonville recruiting station in July 1982, recruits in a mostly rural environment with an 80,000-plus population in three counties in the Blue Ridge Mountains. Through his efforts he has become a well-known figure in the area. He is a recruiter who has capitalized on his athletic abilities to build a good reputation and become better at his job.

According to Hand, he is "just doing what any good salesman would do . . . using every means available to sell his product." (William C. Schult, Charlotte DRC)

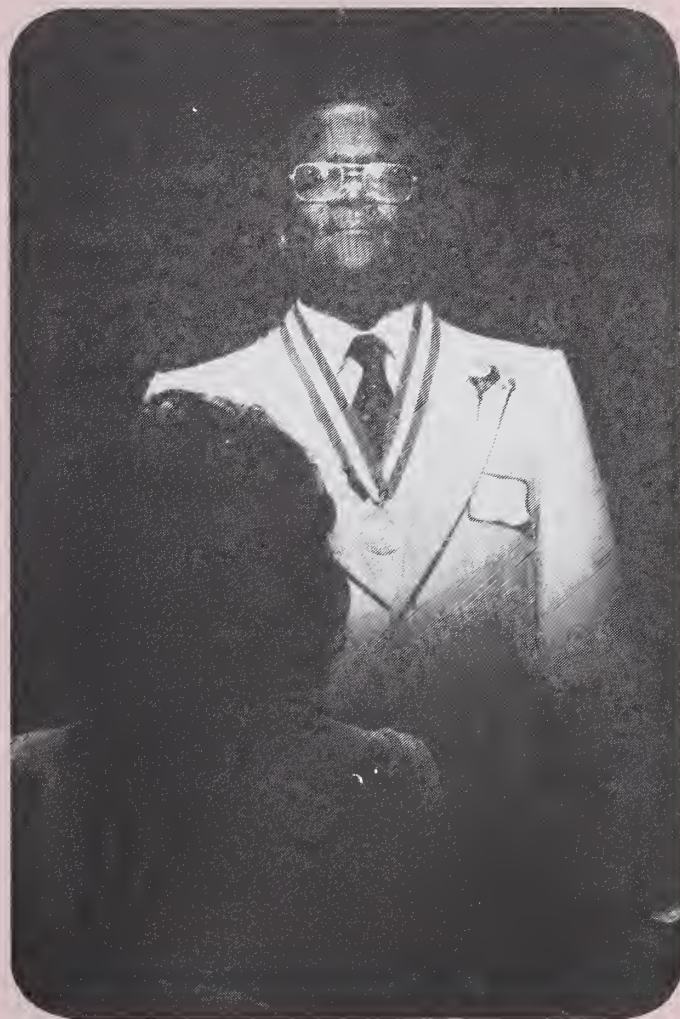
PEOPLE FILTERED IN SLOWLY AT FIRST, but soon the flow became a torrent. By 2 p.m., the historic rococo-adorned Ohio Theater was filled to capacity, and the air reverberated with the sounds of the Columbus Symphony Youth Orchestra as the young musicians responded to the forceful movements of their director.

The stage was set for the Mayor's Award for Voluntary Service in Columbus, Ohio; and **Jim Moore**, an Army recruiting technician in Columbus DRC's South Recruiting Station, was to be one of the recipients. Presented by **Mayor Tom Moody** of Columbus, the award is bestowed upon those people in Columbus who have volunteered much of their lives in the fields of religion, arts, civic, health, education, human services and community service.

During the ceremony, each of the 34 recipients was honored separately for his or her contributions. Jim Moore's name was called in the field of human services.

He walked from the audience, climbed the steps, and crossed the stage alone. Mayor Moody presented him with a bronze medallion and shook his hand. Jim then moved to his seat on stage and, as the lights dimmed and the spotlight shone on him, the following credits were read:

"In 1947, Army SGT James Moore saw involvement in sports as a way to curb delinquency and help young people achieve their full potential. Ever since then he has been helping to do just that through a variety of sports programs in and out of school. James has been active at Mohawk School since 1959, serving as president of the



Recruiting Technician Jim Moore of the Columbus DRC's South Station stands in the spotlight as his life's efforts in human services are read to a capacity crowd in the Ohio Theater. During the ceremony saluting the area's volunteers, Jim received a medallion from Columbus' Mayor Tom Moody.

Mohawk Raiders Athletic Association, coach, girl's drill team leader, trainer, school supporter, and volunteer counselor. Through his efforts parents have become involved, and his young people have achieved, athletically and scholastically. James has also served the Archie



Griffin Football League, the Junior High Football League, and the Bearcat Football League as president."

Jim has helped many young people through their difficult years and watched them grow into responsible adults, some even achieving fame. His long history of community involvement has been rewarding both personally and professionally, and he literally has a collection of awards received from various schools and organizations. (Story and photos by P.J. Roberts, Columbus DRC)

IT'S GENERALLY NOT A HAPPY OCCASION to lose a video game. When the loss turns into a win, weeks later, the arcade once again becomes a place of happy thought.

So it was for **Staff Sergeant Robert E. Bridges**, a

recruiter in the Winston-Salem recruiting station of the Charlotte DRC. While shopping at a convenience store one evening, he dropped a quarter into the PAC-MAN slot and tried his skill. Soon after he began manipulating the buttons, a young man began watching. A subsequent conversation detracted from the game and led to a test of skill for Bridges.

The young man, **Gary Yokeley**, stepped in and quickly gave Bridges a lesson on concentration and manipulation of the video game course. They talked a while and Gary agreed to visit Bridges at the recruiting station the next day.

The East Forsyth High School senior, who will be a Tactical Satellite Microwave System Operator (MOS 26Q), processed and was in the Delayed Entry Program three weeks later on 30 December 1982.

During the next 60 days Yokeley sent or brought 25 people to the Winston-Salem recruiting station. Three of them enlisted, one is pending a waiver approval, and 5 others have qualified and will be entering the DEP.

"It's not difficult to get people interested in the Army," said Yokeley, "I just try to find a way to bring the Army into a conversation whenever I can."

One of the first people Yokeley convinced was a close friend. "When you are totally convinced that you made a good choice by joining the DEP there is no reason not to tell your friends about it," Yokeley said. "In fact, I make it a point to meet with Bridges at least once a week to learn more and bring myself up to date on job opportunities, bonuses, and the rest."

Bridges confirmed that Yokeley is very dedicated and believes that he has made a wise decision. Bridges said, "Yokeley even transports people to the recruiting station if they don't have a car." Evidently he never gets discouraged. His mode of operation includes discussing unemployment, skill training, gaining experience and other negative aspects of a high school senior hunting for a job."

Yokeley is proud he decided to join the Army, and this attitude contributes to his success in convincing his peers that the Army offers a lot. His advice to other DEPs is to "visit their recruiter once a week, be knowledgeable of Army programs, talk to friends frequently about the Army, and above all be proud of your decision."

Based on the early returns on his recruiting efforts, Yokeley has a successful formula and will be working hard to better his referral record until he enters active duty on 30 August 1983. (William C. Schult, Charlotte DRC)



Playing the pac-man game where they first met, SSG Robert E. Bridges of the Winston-Salem RS and DEP Gary Yokeley discuss the growing number of referrals that Gary has been sending or bringing to the RS since he enlisted in December.

YOU CAN'T EXACTLY CALL IT A "CAREER DAY" when the participants are first graders, but to Crown Point, IN Station Commander and on-production recruiter **Sergeant First Class Dennis Dickinson**, it worked out the same way. They call it "Show and Tell" in the first



Adeia Dickinson, USAREC's youngest recruiter. (Lake County, Indiana, *Post Tribune* photo by Chuck Dillard)

grade at **Jane Ball Elementary School**.

In order to show and tell, seven-year-old **Adeia Dickinson** wore her favorite costume, an OD T-shirt that says, "Army Brat" across the front, and khaki slacks. In her turn to tell what her daddy does for a living, she said, "My daddy is in the Army. I'm the only one in this school whose daddy is in the Army, and that makes me special. My daddy's job is to give people jobs."

Little **Billy Yardley** listened excitedly. His daddy, who works in steel mills, had not worked for two years.

Nicholas Slager's daddy had been out of work for a

year since he was laid off as a truck driver for the steel mills. He filed away Adeia's information to tell at the supper table that night.

That night, Dickinson had a phone call at home from **William Yardley**, who explained that he was Billy's father. "Is it true that you give people jobs?" he asked.

Dickinson was happy to set up an appointment in his office for the next day. After the processing was complete, Private Yardley had qualified for an \$8,000 bonus for going Infantry, and had applied for the \$20,000 Army College Fund for the four-year tour. Yardley reported for basic combat training and Advanced Individual Training at Fort Benning in April.

Richard Slager, 29-year-old father of Nicholas Slager, is now a pharmaceutical specialist at Ft. Jackson. In addition, **Gene Welter**, Billy Yardley's uncle, is investigating joining the Army when he graduates from Hanover High School this May. **Al Jager**, whose daughter is a grade ahead of Adeia says he will also sign up.

Billy Yardley is eagerly telling his school chums that he is "special" too, because his daddy is in the Army. Nicholas is trying to buy an "Army Brat" T-shirt.

When news of Adeia's recruiting reached Dickinson's superiors, she received a T-shirt that says "Army" from Sergeant Major William C. Bussely and a certificate, signed by Captain Edward Rock, praising Adeia "for exceptional assistance in the field of recruiting."

The framed document also offers Adeia "promotion to Private 2 . . . effective upon entry into the regular Army." That means if Adeia ever signs up, she won't go in as a buck private — she will already have earned a stripe.

Adeia's accomplishments gained nationwide attention when the story was picked up by the wire services and Adeia found herself being interviewed by **ABC's Joan Lunden** on "Good Morning America". When asked by Ms Lunden if she was going to join the Army herself, Adeia demurred, saying that she thought the Army might be "boring." For a high-performance individual like Adeia, any organization would probably have to speed up operations.

Dickinson, wife Jo and family leave in July for another overseas tour of duty, his recruiting career ended as he takes up a new assignment in the combat arms field. Even without the help of his daughter, Dickinson has received several awards for being the top Army recruiter in this district. (Nadine Luc, Peoria DRC)

Aviation mechanics Show “Goodwrench”



**Story and photo
by Laura G. Soto,
San Juan DRC**

Students in Puerto Rico and in the US Virgin Islands were recently introduced to a Military Occupational Speciality TAIR clinic, conducted by three members of the Ft. Rucker Aircraft Maintenance Team. Due to considerable reduction of TAIR funds, the San Juan DRC has re-programmed its TAIR events focusing on several MOS clinics.

Although small, the clinic proved to be an effective method for recruiters to build rapport with students and counselors. The clinic provided students with current information about the Aircraft Maintenance and Avionics fields within the Army. Held in a classroom setting before approximately 50 high school students, the presentation generated a great deal of interest and enthusiasm in the 18 high schools visited.

Staff Sergeant Victor A. Soler and SGT Jerry W. Curtis, of the 1st Aviation Brigade, Ft. Rucker and SSG Isidro Almodovar of the 101st Airborne Division located at Ft. Campbell made a positive contribution to the island's recruiting effort by professionally demonstrating their job-related experiences and explaining the opportunities to learn these skills in the Army.

“I’m very proud to have been chosen to give this talk to my fellow Puerto Ricans,” said Soler, a native of Quebradillas. “In the Army you have to work,” he added, “but you get rewards, in experience, promotions, opportunities and benefits. I joined the Army 14 years ago,” he concluded, “and I’m looking forward to many more years of service.”

Almodovar was very impressed by the interest students showed during

the presentations.

“I really enjoy my job in the Army,” said Almodovar. “Touring Puerto Rico and the Virgin Islands for these clinics has given me an opportunity to explain what I do in the Army and what’s expected from me as an aviation crew chief.”

Curtis made his presentation in English and was well received by the students. Students questioned him about his job and requested additional information on the different charts he used in his presentation.

“This has been a rewarding experience,” said Curtis, “a chance to talk to students about my job; I enjoy it.”

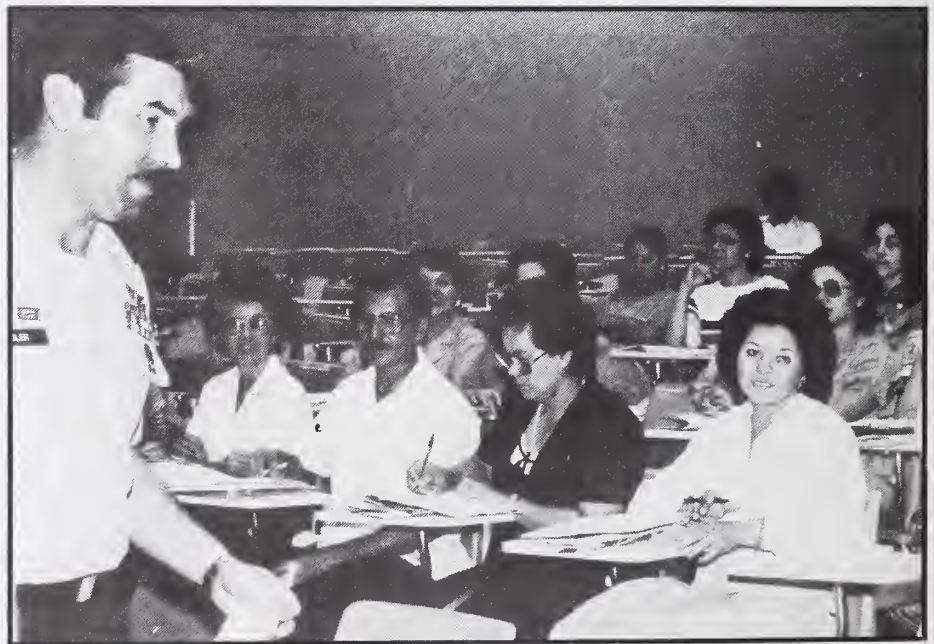
The clinics consisted of a 15-minute demonstration by each member, plus a 15-minute “question and answer” period at the end of each presentation. The clinicians showed slides related

to their jobs and explained each one in a brief but descriptive manner.

Counselors and students at the Miguel Such Vocational School in Rio Piedras were so impressed by the presentation, that the time allowed for the “question and answer” period had to be increased by 30 minutes.

Juan Bautista Perez, counselor at the vocational school, commented, “We welcome this kind of presentation in our school; it provides a good opportunity for students to have face-to-face contact with the people in the Army already holding these jobs.”

This is the beginning of a new TAIR strategy for the San Juan DRC. The small MOS presentations will continue to bring technicians and students together in a friendly atmosphere that will greatly help the DRC’s recruiting effort.



Staff Sergeant Victor A. Soler explains his job speciality to counselors and educators from the Western Area during a recent Aircraft Maintenance Skills Clinic held at the Arecibo Technological Institute, Puerto Rico. Soler is assigned to the 1st AVN Brigade located at Ft. Rucker, AL.



FUTURE MECHANICS' MENTOR WEARS BATTLE DRESS

**Story and photo by SFC Marcia Caron
San Francisco DRC**

Clad in his battle dress uniform rather than mechanics' overalls, SFC Bill Huyssoon of the Livermore, CA, recruiting station, San Francisco DRC, looks clearly out of place in a high school auto shop class. But no one notices that.

He walks around the half-assembled car engines, piles of greasy nuts and bolts, tools and old parts, chatting with the students about his favorite subject — mechanics.

The students and teachers know him well. He's been sharing his knowledge of mechanics with the Foothill High School auto shop students twice a week for some time. He enjoys talking to them and in return, they receive additional knowledge and training in auto mechanics.

"I don't go there preaching about joining the Army," Huyssoon said. "We talk about mechanics. Once they realize I'm not there to sell the Army, but to help them learn, they'll often ask questions on their own about the Army. Then I tell them how it is for me," he added.

The native Californian has served more than 36-months in Korea. Prior to his recruiting assignments, Huyssoon had duty tours as an Observation Airplane Repairer and Light Wheel Vehicle/Power Generation Repairer. He has been in the command for four-years.

Huyssoon's easy-going approach to Army recruiting is proving successful because of his interest in each student, their education, goals and their future.

"If someone is interested in the Army, I can tell," he reported. "it's easy to bring the Army into a conversation, especially since the Army is where I received my mechanics training. Sometimes I'll just pop up and ask, 'So, when are you gonna' join up?' while I'm helping a guy change brake shoes. You'd be surprised how often the response is 'Well, I'm not sure, tell me more about it.'"

Huyssoon feels strongly about edu-

cation and is working toward his college degree. "I'm still a few credits short," he said. "To me, education is the most important thing a person can have. No one can take it away from you. That's one of the reasons I'm so interested in being in the high schools and sharing my knowledge and experience with these kids. I don't think education is pushed enough today. I want to do what I can to help," he added.

"If someone isn't sure about joining or if they're not someone who'll be good for the Army, I won't encourage them to join. If they'd rather check out the other services I tell them to 'go for it' because ultimately, the choice has to be one that they really want. After all, it's their future. A satisfied soldier does more for Army recruiting than we ever could," he stated.

"The worst thing a recruiter can do is push someone, even if they're qualified to join the Army. It's not for everyone. If the person goes in feeling like he was pushed, got a bad deal, that the recruiter wasn't looking out for his best interest or just didn't care, the new soldier won't be good for the Army. A soldier with a bad attitude who feels that his arm was twisted will probably cause problems for the Army and himself in the long run. We don't need people like that in the Army," he added.

"The Army's been good to me," Huyssoon concluded. "I want to make sure that those who follow in my footsteps are not only good for the Army but that the Army is good for them as well."



SFC Bill Huyssoon discusses carburetor adjustments with auto shop students.

Recruiting Area Analysis

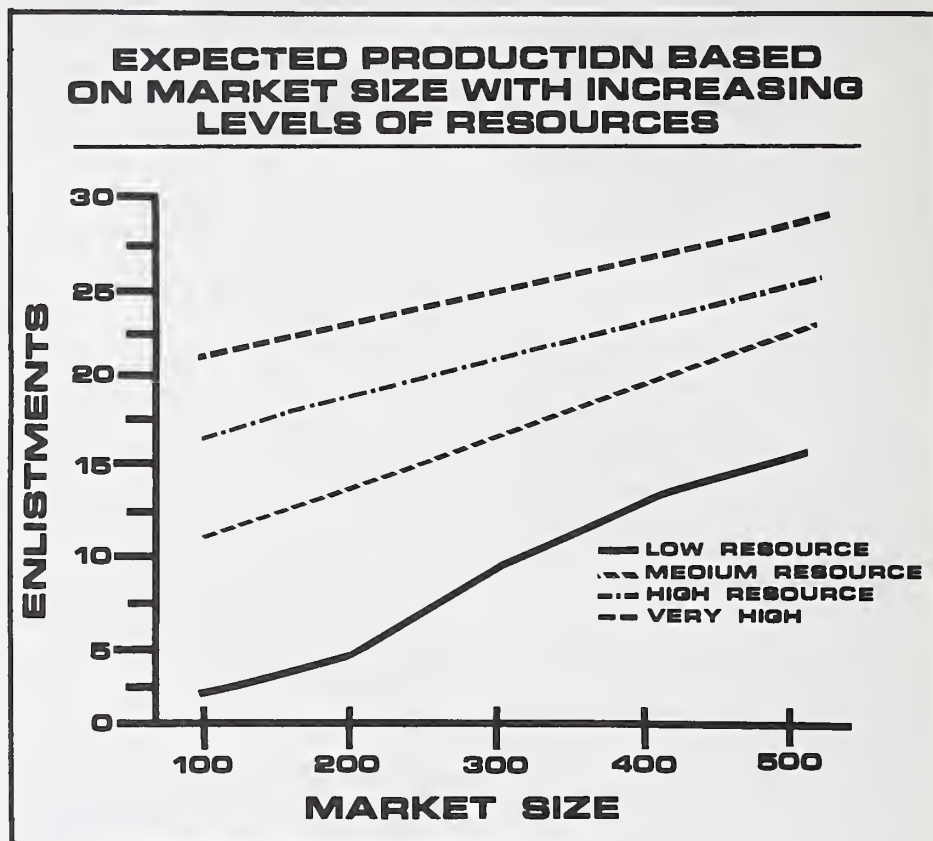
by MAJ Thomas R. Tarbutton
USARECPAE

Charts by Len Trzeciak
USAREC-PAO

This article follows one published in the December 1982 issue of all VOLUNTEER. That article, "Applications of Territory Analysis for Recruiter Zones," addressed the relationship between a recruiter's market and his leads. This article will examine the production results of recruiting stations in comparison with their market and potential. Finally, it will suggest a model for mission allocation based on the market.

Market analysis in USAREC is conducted to increase the commander's probability of success. That success is based on a series of decisions made by the commander. A full appreciation and understanding of the data available to the commander, coupled with knowledge of market fundamentals, enhances the decision making process.

The Recruiter Zone Analysis, DoD New Contracts/Accessions Reports, Claritas (a civilian market analysis contractor supporting USAREC) Propensity Reports and local production statistics will be used in this example of active production area analysis.



Data from these reports is combined to help commanders understand the historical relationship between recruiting and productivity.

First, let's review market terms. Market is used to describe the population, age 17-34, eligible for enlistment into the Army. Market penetration describes the ratio of contracts achieved per a population factor. For example,

10 contracts from a senior class of 100 represents a 10 percent penetration of the senior class population.

The Army's share of DoD contracts is another form of market penetration. The Army's enlistment requirements are substantially greater than the other services; therefore, the Army needs approximately 39% of the entire DoD production.

Propensity is a statistical value which increases or decreases the value of a market for recruiting. A Claritas propensity factor of less than 1 shows that a market is less inclined to produce enlistments than one with a propensity greater than 1. A market size can be multiplied by the propensity factor to arrive at a propensitized market factor which permits comparison of markets. For example, see Figure 1.

The relationship between market and production is illustrated in Figure 2.

This graph shows, as market size

THREE MARKET SIZE COMPARISON

MARKET	HIGH SCHOOL MARKET	CLARITAS PROPENSITY	PROPENSITIZED HSM
1	747	.75	560
2	560	1.00	560
3	448	1.25	560

increases (horizontal axis) and the market resources (recruiters, advertising, etc.) increase, the total number of enlistments (vertical axis) increase at a decreasing rate. This concept is important when conducting active production area analysis.

The following evaluation focuses on an examination of market penetration. Figure 3 is a work sheet from which the Area Commander consolidates market data to assist in resource allocation decision making. The raw data brings together strength, production and market data to calculate the market penetration factors. These factors are compared to the Area average. When penetration is low, examine the high school market per recruiter and Army penetration into the DoD market. In the case of Station 2, the analysis suggests more recruiters are required to work the market. And the reverse condition exists in Station 3. A possible solution may be a shift of market from Station 2 to Station 3 or the allocation of another recruiter to Station 2.

MISSION PROPORTION MODEL

STA	HSSR	HSSR MISSION	HSM 1-3A	HSDG(M) MISSION
1	300 [12.5%]	7	350 [11.1%]	21
2	600 [25.0%]	14	1,050 [33.3%]	64
3	1,200 [50.0%]	28	1,400 [44.4%]	85
4	300 [12.5%]	7	350 [11.1%]	21
AREA	2,400 [100%]	56	3,150 [100%]	191

Figure 4

Mission allocation based on market size is possible through a proportioning model as shown in Figure 4.

In this case, the senior mission and the HSDG (M) missions are proportions based on the station's percentage of the senior and high school markets. Other variables should be considered to further refine the mission allocation

process. They may include propensity, recruiter experience, recruiter availability, etc.

The topics discussed in this article are addressed in more detail in a forthcoming USAREC Pamphlet titled Market Analysis. This example examined an Area, but the concepts can be scoped to station or DRC level.

ACTIVE PRODUCTION AREA ANALYSIS WORKSHEET

STA	STRENGTH		2		PRODUCTION		3		4		5		6		7		8		REMARKS
	RZA 1 ACTIVE OP OOR	ASSIGNED 2 ACTIVE OP OOR	GSM I-HIA ACTIVE	I-HIA CONTRACTS	SOS REPORT ARMY	DOO	ARMY PENETRATION	ACTIVE CONTRACTS PER RCTR	HSM I-HIA PER ACTIVE/RCTR	STATION PROPENSITY	PROPEN SITIZED HSM	HSM INTO HSM	PROPEN SITIZED HSM	PROPEN SITIZED HSM					
1	1	1	24		24	28	50%	24	560	1.00	560	.0429	.0429		AVERAGE NO CHANGE				
2	2	3	75		100	300	33%	25	750	1.25	938	.0333	.0267		LARGE ZONES W/LOW PENETRATION AND HIGH PRODUCTION. RECOMMEND INCREASE IN RZA ACTIVE RCTR STG.				
3	4	4	75		78	110	71%	19	405	.95	385	.0469	.0494		SMALL ZONE W/HIGH PENETRATION AND LOW PRODUCTION. RECOMMEND REDUCTION IN RZA RCTR STG.				
4	1	1	25		24	65	39%	25	540	1.00	540	.0463	.0463		ACTIVE AVG NO CHANGE				
AVG								23.3	564		606	.0423*	.0413*						

NOTES:

1. SOURCE DOCUMENT: RZA REPORT

2. SOURCE DOCUMENT: DRC REPORT

3. SOURCE DOCUMENT: DOO NEW CONTRACTS/ACCESSION REPORT (GSM I-HIA)

4. CALCULATE: ACTIVE CONTRACTS ÷ NUMBER OF ASSIGNED ACTIVE RECRUITERS

5. CALCULATE: FROM RZA REPORT, STATION HSM ÷ NUMBER OF RZA ACTIVES RECRUITERS

6. CLARITAS PROPENSITY FACTOR (CLAR2 REPORT)

7. CALCULATE: HSM TIMES PROPENSITY

8. CALCULATE: ACTIVE CONTRACTS PER RCTR ÷ HSM (OR PHSM)

* COLUMN (ROUNDED) AVERAGE

Figure 3



**Story and photos by MSG Ray Harp
USAREC PAO**

Communicating the Recruiting Command story to the public is critical to this command's success. It is an important part of providing the strength for the nation's defense.

Effective use of the news media will assist USAREC in this communication task. There are several ways this command communicates with the public. Speaking engagements, Total Army Involvement In Recruiting (TAIR) events, educator tours and the General Officer Speaker Program are some of them. Each of these functions is effective but each reaches only a select audience at one time. News media coverage of the Army and USAREC, be it good or bad, reaches tens of thousands of people at once.

USAREC's mission and the widespread activities of this command places many of its members in the possible position for media exposure on any given day.

Some people feel unsettled when talking with reporters. That's understandable. The average person usually is not prepared mentally or profes-

sionally to deal with reporters throwing a barrage of questions at him or her. Press releases alone will not keep the media at bay. At some time you could very well be face-to-face with the likes of Mike Wallace or Dan Rather. Look forward to it! There are no pat answers or formulas, but there are some suggestions which will help during a friendly interview, or even during hostile ones.

That's what a new course of instruction at the Recruiting Commanders' Course, Ft. Benjamin Harrison, is all about. It doesn't tell the new DRC/RRC commanders to dodge the reporters or questions, but it helps them to gain the confidence they will need to be more responsive to reporters and the media and to get USAREC's story to possibly millions of viewers, listeners and readers.

To provide the new commanders with expert instruction in this field, USAREC turned to the Defense Information School (DINFOS) located, conveniently, in the same building as the Recruiting School. Faculty members from the Public Affairs Department of DINFOS put together six hours of instruction for the new

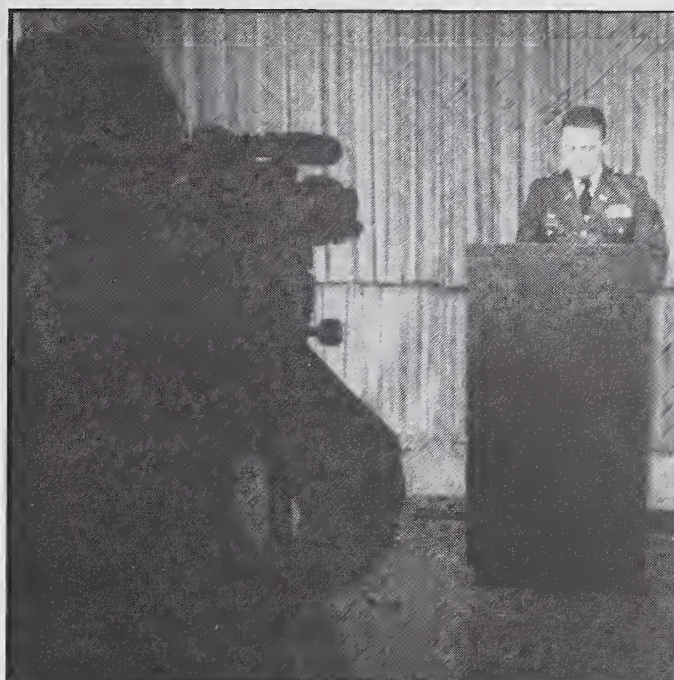
commanders.

The media workshop is more of an awareness class and culminates with the new commander undergoing a talk show format program and presenting a press briefing. Both of these are done 'live' in a television studio. The advantage of the new commander undergoing this training in a studio is two-fold. First, it provides the individual with a true feeling of being in front of the camera. Secondly, the interviews are video-taped and played back for the benefit of the student. During the play-back portion, members of DINFOS critique the interviews and provide pointers to the new commander. In other words, they get to see how well or how poorly they conducted themselves and the overall effectiveness of the interview.

During the three hours of discussion before the taped interviews, the instructors cover many do's and don'ts that the new commander should observe during an interview. They are told, "if you go into an interview or speaking engagement with a positive attitude, and really care about your points, you'll do fine." Some of the pointers passed along are:

- Be prepared — don't "wing it."
- Be conversational — treat the mike and interviewer as friends.
- Concentrate — forget yourself and concentrate on the questions and on your key ideas and points.
- Control — know the key points you want to make and answer questions on your own terms, in your own way.
- Confidence — you're the expert and you know what you're doing.
- Be comfortable — relax and enjoy it. Forget about your hands, the mike and camera and be natural.
- Be concise — get your points across directly, quickly and in language the audience will understand. Avoid jargon, acronyms and technical terms.
- Care — care about the Army and USAREC, the audience, the interviewer and your subject. If you don't, neither will anyone else.
- Relax, be honest, be sincere.

The best and easiest way to be relaxed when talking to the media or to a group of people is to do it often. Generals who have spent their lives talking before hundreds and thousands of troops often clam up when confronted by the "camera, lights, action" of television or by a hostile group of reporters. There is no need to be defensive. The media is an excellent conduit between USAREC and the American public.



MAJ Ken J. Johnson, (left) new commander of the Des Moines DRC, presents a press briefing during the media workshop. Daniel J. Snyder, (bottom, left), assistant professor at DINFOS, conducts a media relations class at the workshop as part of the Recruiting Commanders Course.

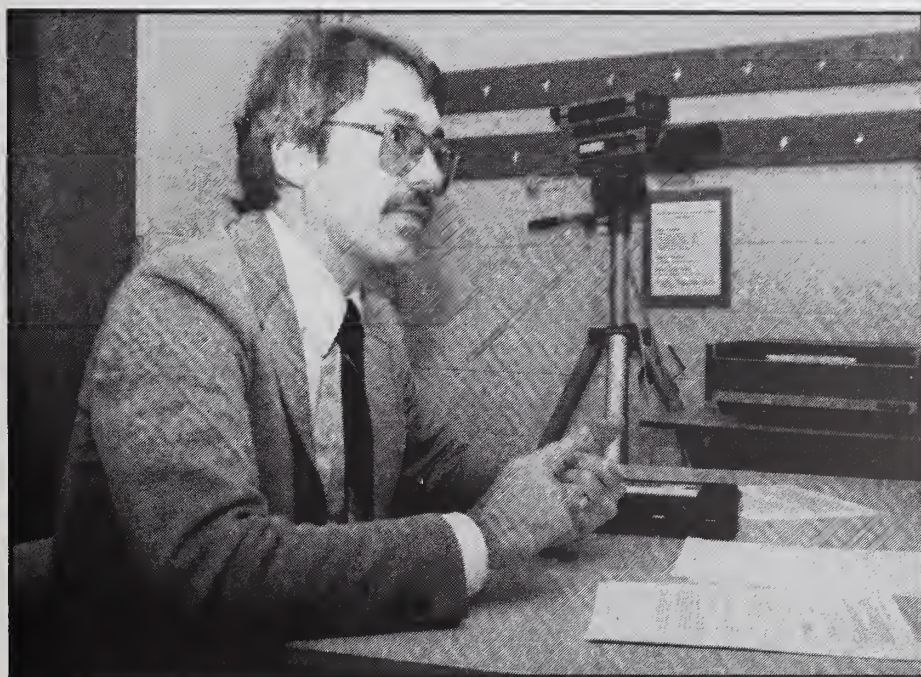
Public Affairs Officers at your DRC can give you the best advice before, during and after an interview. As soon as you've been asked for an interview, bring your PAO into the action. At the DRC level, the Advertising and Sales Promotion Chief is the Public Affairs Officer. The A&SP Chief knows the media and the news business and can give you sound advice on what you should and should not do.

Before and during a pretaped or

print media interview, be careful of "off-the-record" comments. Anything you say may be used — and probably will be. Never go off the record with a reporter you don't know. The old Public Affairs adage is "if you don't want to see it in print or hear it again don't say it."

After it's all over, there are some things that you need to do to make sure the interview is complete. First, don't demand to see the show or article in advance of airing or publication. You can ask, but the reporter isn't under any obligation to give you an advance copy. If you demand, they may not provide it to you and you may hurt your credibility and your chances of a favorable piece. Make sure you are available for follow-up. Reporters often will have points they may want clarified or may need additional information. Clarify with the reporter any points you think may have been misunderstood and provide additional information you think may be needed. Always provide anything you promised you'd get back to the reporter.

Members of USAREC should actively seek any opportunity to tell the Army and USAREC story. Communicating our story through the news media is one sure way to get the word to a large portion of our nation's public.



Priceless and Free

*Story and photos
by Peggy A. Parsons
Kansas City DRC*

When his "pager" beeps, SSG Ed Renno knows that his special skills are required. He grabs his kit and heads for Wichita's St. Elizabeth's Hospital.

Renno, Army Reserve recruiter in Wichita, KS, Kansas City DRC, is one of four specialists in the Wichita area qualified in eye enucleation (removal) from deceased persons who wished to donate their eyes.

A licensed mortician, Renno works in conjunction with the Lions Club, which is committed to eye research and the eye donor program as part of their community service work. The club provides the sterile kits that enucleators carry with them to extract,

someone who is blind to see again with that child's eyes, some good has come from a tragic situation."

Renno joined the Lions Club a number of years ago while working as a mortician in Los Angeles. While there, he was also a member of the Army Reserve. During that time, great strides were being made in successful transplants and the possibility of blind

last November, but has served in both active and reserve units since 1960.

During the time he has been associated with the eye donor program, Renno has spoken to many civic groups about the program. "One thing that I think many people don't realize is that any eye, no matter how diseased it is, can be used for eye donation. If an eye can't be transplanted, it can be used for research. This is how science makes its advances in eye disease, and even though animal studies are helpful, research is not complete

Through this program, and the vast network of volunteers nationwide, an eye that has been donated can be moved and transplanted anywhere in the continental United States within 12-hours.

people being able to see again through eye donation became a reality.

Renno became involved in the eye donation program after moving to the Kansas City area in 1978.

There are two eye banks in Kansas. The banks are state owned but are run by the Lions Club. "There are two types of eye banks. Supply sources for those needing transplants and research centers for eye disease," Renno said.

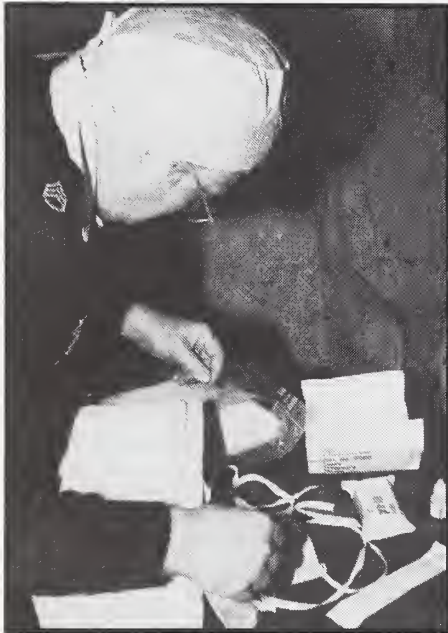
"Through this program, and the vast network of volunteers nationwide, an eye that has been donated can be moved and transplanted anywhere in the continental United States within 12-hours," added Renno. "That's important, because the odds of successful transplants drop drastically the longer the procedure takes."

Renno was certified as an enucleator in 1979, and has since performed over 100 eye extractions. His services, like those of other volunteers in the program, are free of charge.

Renno became a USAR recruiter



Renno demonstrates the procedures an "eye enucleator" goes through to extract, preserve and transport donated eyes for transplant.



Renno examines the contents of one of the sterile kits provided to eye enucleators by the Lions Club.

preserve and transport donated eyes to waiting hospitals.

"All organ-donor programs help to continue life. In death, the donations help give the donor's family a purpose," explained Renno. "For example, say a drunk driver kills a teenager in an automobile accident. By allowing

without the human eye," remarked Renno.

"I speak free of charge, but I do ask that I be allowed to wear my Army uniform," said Renno. "I believe that it's important to let the public know that the Army is very supportive of my involvement in the civic affairs of Wichita, and its concern for community members. That's why I wear my uniform. It helps the eye program and the Army, and I'm proud of both of them."



Charlotte station commander is 'A man you can bet your life on'

Story and photos by Marlene E. Walker
Charlotte DRC



Friday night . . . that night when many Army recruiters sigh with justifiable relief at the close of a grueling week of activity, hang up their uniforms and turn to a weekend of relaxation.

While a Friday night can find many bone-weary recruiters nestled in their favorite recliner before a TV set, SFC Robert J. Wilson, station commander for Shelby, NC, recruiting station, Charlotte DRC, removes his Army uniform only to don a uniform of another style. On Friday nights, Wilson pulls on his dark blue jump suit and begins a night-long vigil as a volunteer with the Dallas NC Rescue Squad.

Before joining the recruiting force 3½ years ago, Wilson was an operations NCO and instructing jumpmaster with the 82nd Airborne Division. There he began working with a volunteer rescue squad. He completed the required 120 hours of classes at a state college which included training in a hospital emergency room, and is certified by the State of North Carolina as an Emergency Medical Technician (EMT). His volunteer work in the Ft. Bragg community continued for four years.

Shortly after his arrival at the Charlotte DRC, Wilson volunteered his service to the rescue squad in Dallas where he, his wife, Lyna, and their two children reside.

Covering the many narrow country roads and highways of Gaston County and abutting areas, the rescue squad uses both an ambulance and a crash truck to respond to various emergencies, from automobile accidents to snake bites and, occasionally, the too-rapid emergence of a new citizen.

Of the nearly 400 emergency calls Wilson personally has responded to, only three individuals, alive when he reached the accident site, died. Each had suffered cardiac arrest.

"My driver is not EMT-qualified and cannot provide emergency treatment," Wilson said. "On most Friday nights I am the only EMT on duty," he added.


Wilson attaches great importance to this spare time activity. He said he was especially pleased at the promptness with which his request to participate in the volunteer program, submitted through the required channels, was approved.

In the past he has taught classes in EMT and has been approached by a local North Carolina college to do so, but he has no plans to add to his



Wilson fine-tunes radio equipment to maintain vital communications link with emergency dispatcher and local hospitals.

already full schedule fearing such classes would detract from his main mission: Army Recruiting.

Dedicated to Army Recruiting and to easing the suffering of accident victims, Wilson serves both his community and his country. 

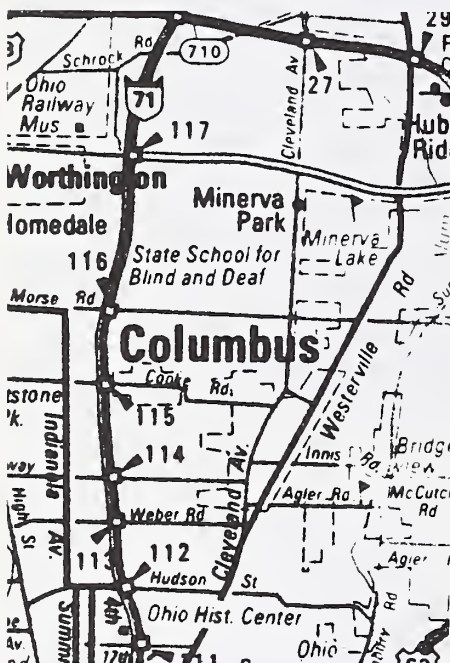


The Dallas NC Rescue Squad depends on volunteers to react to emergency calls. SFC Robert J. Wilson is on call from 2130 Friday until 0730 Saturday.

Columbus to Harrisburg: All

In Columbus, records are made to be broken

Story and Photo
by P.J. Roberts,
Columbus DRC



Records are made to be broken and Army Reserve SGT Andy Scardina, of the Marion Recruiting Station, Columbus DRC, seems bent on breaking them all.

On production since January 1982, Scardina earned his first gold star three months later, the Commander's trophy by July, his second gold star by September and finished FY 82 at 133 percent. Scardina has since earned his third gold star and is well on his way to earning the gold badge.

Asked what his formula for success was, he said, "It's very simple. I like recruiting and feel good about selling the Reserves. With all we offer, it is one of the best kept secrets."

Scardina's involvement with the 251st Transportation Company, a local reserve unit, plays an important role in his successes. He maintains close contact with Gene Crochet, a reserve unit

technician, who keeps him informed of all drills and formations. "I talk to my units at least once each month," says Scardina, "and at least once a quarter I get together with them at drills and formations. At these meetings we talk about Reserve policy, bonuses, education, uniform changes and other topics of interest to them. Contact with Reserve units is important as that is where I receive a lot of feedback and referrals."

Scardina also feels exposure and community involvement are critical to his success in the reserve recruiting game. Just recently he completed a 4-month Emergency Medical Technician Course at a nearby vocational school and has joined the local volunteer fire department.

Also in the vein of exposure, he has turned a station disadvantage into advantage. When a three-man station,

In Harrisburg, an Ace recruiter breaks 251%

Story and Photo
by Peggy Hill,
Harrisburg DRC



Reserve recruiting has been doing well in the Harrisburg DRC. SFC Cliff Harvey of the command's Carlisle Area, can vouch for that since he is top DRC reserve recruiter.

Harvey, who ended FY82 at 251.5%, readily admits that he specializes in the SMP. "Students have really shown a great interest in this program," he said. "They realize the many benefits and opportunities that are available to them through this particular program."

"Success has its price though," he admits. "It's now more difficult to find unit vacancies for applicants."

Although Harvey enjoys working with SMP applicants, he has also been responsible for a large share of the Carlisle Area's regular reserve enlistments for the FY.

"We're somewhat short on unit vacancies now, which makes our job

a little more challenging," continued Harvey. "It's now more important to work 'smarter-not-harder'. A recruiter has to be a good salesperson, know and believe in the product and make maximum utilization of all available time and unit vacancies."

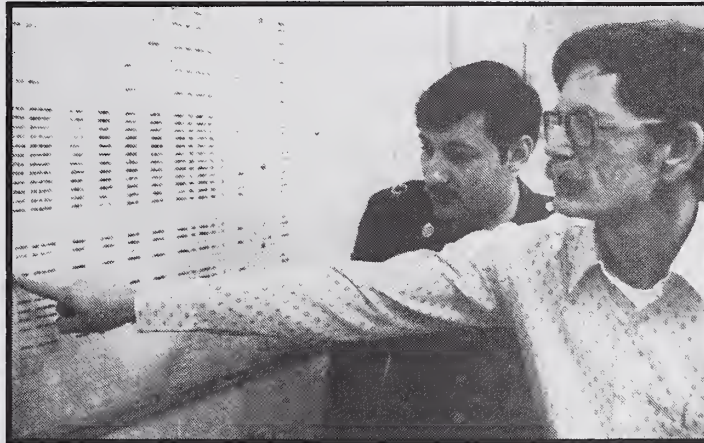
Harvey is a firm believer that a recruiter can't afford to work hard when he can work smart. He sees that little black box on his desk as one of the most important tools he has. His advice — use it! "Pre-qualify applicants over the phone as often as possible," he advises, "and follow-up on leads immediately."

A veteran of over 18 years, Harvey also likes to conduct as many appointments as possible in his office. This saves time, according to Harvey, and allows the recruiter to schedule more interviews with everything at his

roads lead to good recruiting

normally manned by two RA recruiters, loses one, it can put quite a strain on the remaining RA recruiter — especially when he is also the on-production station commander. When one of the station's RA recruiters was recently reassigned, Scardina was concerned about the Army losing the momentum and rapport that had been established in the schools by both himself and the former recruiter. He volunteered to perform such additional tasks as coordinating TAIR events, COI functions, formulating and forwarding leads and making appointments for school visits until a new recruiter is on board.

The new RA recruiter will then be able to step right in and Scardina will be able to introduce him to CIs and brief him on important specifics. The increased exposure will also have been beneficial for Scardina, and the two recruiters can later work the school as a team, each pursuing his own individual component's mission.



Mr. Gene Crochet, Unit Reserve Technician, and Andy Scardina take a look at the 251st Transportation Company's personnel board and discuss personnel changes.

Currently, Scardina has every school within the recruiting station's area signed up in the Scholar/Athlete Program. He also has the full support and interest of a local reserve unit in the program.

Scardina feels that there is no one thing that will help make mission. He believes that success is an attitude which essentially is set your goals, do

your job and have fun doing it. Obviously he is doing just that.

There is certainly no grass growing under his feet. The only thing green about him is his uniform. You could say he is one of the most active Reserve recruiters around.

fingertips.

Harvey has also been very successful with his new enlistees. "When recruits return from training they are valuable assets; they can communicate with their peers and sell these programs because they're part of it and believe in it," he said. He encourages his enlistees to use "Mandays" to visit local high schools, talk with their friends and other students.

According to Harvey another good recruiting tool is to take potential reservists to unit meetings and let them observe the unit in action. "We have a medical unit and an armor unit in our area which are both excellent to recruit for," he said.

Medical personnel actually perform their duties at local hospitals, the Army Health Clinic, and MEPS. Although you can't have prospects going through the activities, they can at least

talk with reservists and relate to the duties they perform.

"On the other hand those who desire the more rigorous training," Harvey said, "I take to watch the Armor unit in action. This unit spends a lot of time in the field and it gives my prospects an opportunity to talk with crew members, watch the tanks in action and actually get inside a tank." This really turns the prospects on and helps to sell the program according to Harvey.

Harvey joined the Harrisburg DRC reserve recruiting team in January of 1981, after recruiting seven years for the National Guard. He credits his current success to the fact that he enjoys working with people and feels the reserve program has a lot to offer.

A truly dedicated recruiter, Harvey says that he looks at recruiting not as a job, but as a way of life.



Harrisburg DRC's top USAR recruiter for FY 82, SFC Clifford Harvey.



Diagnostic Test

JUNE/JULY 1983

1. What is the station management form that station commanders use every day to track prospects and applicants through the processing cycle.
 - a. USAREC Form 538 — General School Data Sheet
 - b. USAREC Form 533 — Processing List
 - c. USAREC Form 446 — School Program Folder
 - d. USAREC Form 534 — DEP/DTP Contract Form
2. The ROTC/SMP Program was designed to help fill officer and enlisted vacancies in the TPU.
 - a. True _____ False _____
3. The USAR waiver approval authority for 15 or less days of lost time is:
 - a. The Area Commander
 - b. The Region Commander
 - c. The DRC Commander
 - d. None of the above
4. To be considered complete, a high school list must contain names and addresses and/or phone numbers of.
 - a. 100%
 - b. 95%
 - c. 85%
 - d. 80%
5. Telephonic waivers may be approved under what condition.
 - a. To preclude lost enlistments
 - b. To save time in extensive processing
 - c. To save travel over long distances
 - d. Under no condition
6. Under certain conditions an applicant who is 17 years old may be enlisted without parental consent.
 - a. True _____ b. False _____
7. The primary responsibility for training of new recruiters belongs to:
 - a. The DRC SGM
 - b. The Assistant Area Cdr
 - c. The Area PD
 - d. The Station Commander
8. 100 percent of high school senior lists must be received/constructed by.
 - a. 28 Feb
 - b. 31 Mar
 - c. 31 May
 - d. 30 Sep
9. The purpose of the Prospect Card is to record information necessary to effect the follow-up and enlistment/assessment of interested prospects.
 - a. True _____ b. False _____
10. Who is the approval authority for an adult felony for RA enlistment.
 - a. CG USAREC
 - b. CG MILPERCEN
 - c. Cdr RRC
 - d. None of the above
11. When filing a document, the file number is placed where:
 - a. Sideways left hand margin
 - b. Sideways on top of the document
 - c. Straight on top of the document
 - d. Sideways in the right hand margin
12. Disposition on priority A REACT Cards will be reported back to the REACT Center within
 - a. 72 hours
 - b. 60 days
 - c. 21 days
 - d. 30 days
13. A year round school recruiting program should begin in which month.
 - a. September of the current school year
 - b. December of the current school year
 - c. July prior to current school year
 - d. August prior to current school year
14. Who has direct responsibility for monitoring and supervising the school program.
 - a. Field Recruiter
 - b. DRC Commander
 - c. Assistant Area Commander
 - d. Station Commander
15. The station commander will maintain a Production Management Sheet in which amounts.
 - a. One PMS for Station RA statistics
 - b. One PMS for Station USAR statistics
 - c. One PMS for RA statistics for each assigned RA Recruiter
 - d. One PMS for USAR statistics for each assigned USAR Recruiter
 - e. One PMS for USAR statistics for each RA Recruiter
 - f. All of the above
 - g. None of the above
16. What are the filing and disposition requirements of USAREC Form 446 and contents.

17. During the Sales Interview, a prospect indicates that he was arrested for DWI, convicted, and paid a fine of \$100. The recruiter will
 - a. Continue processing and conduct police checks
 - b. Inform the prospect that he is disqualified and ask for a referral
 - c. Suspend further processing pending an investigation of the case
 - d. None of the above
18. When using a recruiter's conversion data to predict future performance and identify trends and training needs, a minimum of data should be used.
 - a. 12 months
 - b. 9 months
 - c. 6 months
 - d. 3 months
19. When completing the Production Management Sheet, station commanders give recruiters credit for the following actions for approved IRR transfers.
 - a. All prospecting/processing leading to an accession
 - b. Only appointments made and contracts
 - c. Only test and contracts
 - d. None of the above
20. Prerequisites for the Army Exhibit Team members are:
 - a. Pay grade E5 thru E7
 - b. GT score 100 or higher
 - c. Not currently due for overseas tour
 - d. Successful, experienced OOR
 - e. All of the above



Diagnostic Test

April/May 1983 Answers

1. d - (USAREC Reg 601-86).
2. (USAREC Reg 350-7, chapter 3, para 3-2a).
3. c - ST 12-163, (chapter 9, para 36 c(1)).
4. a - (USAREC Reg 350-7, chapter 2, para 2-1).
5. b - (USAREC Reg 350-7, chapter 2, para 2-3f).
6. b - (USAREC Recruiting Update Information 2-83, dated 3 Mar 83).
7. d - (USAREC Recruiting Update Information 2-83, dated 3 Mar 83).
8. c - (USAREC Recruiting Update Information 2-83, dated 3 Mar 83).
9. d - (USAREC Reg 600-22).
10. c - (USAREC Reg 350-7, Appendix B).
11. a - (USAREC Reg 601-56, para 7).
12. b - (USAREC Reg 360-11, para 5-E).
13. b - (USAREC Reg 601-56, Appendix C).
14. c - (AR 601-210, table 9-17, line 2(c)).
15. b - (AR 601-210, chapter 1, para 1-11 b(2)).

The Top 56 Club



Each DRC has selected its best on-production Active Army and Army Reserve recruiter for membership in the Commanding General's Top 56 Club. This elite group has replaced the Top 100 Club and will be identified quarterly. These recruiters have contributed significantly to mission accomplishment

during the first and second quarters, FY 83. The selection of these recruiters was based on competition at each DRC. Inquiries concerning these listings may be addressed to the USAREC Awards Branch or phone AV459-3871; commercially (312) 926-3036.

REGULAR ARMY

1st Quarter	2nd Quarter
SFC Clifford H. Prater	SSG Frank A. Papa
SSG Sheila G. Barton	SSG Oliver Garcia
SFC Ronald Basedow	SFC Ronald Basedow
SSG Charles R. Powell	SSG Loranzo Foxworth
SFC Willie G. Hatter	SSG James Leighton
SSG James Herbert	SFC Milton C. Teasedale
SFC Anthony F. Marascio	SFC Anthony Marascio
SSG Derrell E. Hayes	SGT Jerry Harris
SFC Gary Kennedy	SFC Gary Kennedy
SSG Roy U. Voss	SSG Curtis Black
SSG Arthur L. Morin	SFC Eddie L. Maddox
SFC Anthony Brooks	SSG Kenneth Unrue
SSG Thomas J. Bundza	SFC Jose Wer
SFC Charles Register	SFC Aubrey Powers
SFC Roy Erwin	SFC Dennis Mathews
SSG Mark A. Levingston	SSG Mark A. Levingston
SGT Randy G. Dumas	SGT Woodrow Wells
SFC James T. Robinson	SFC Allen Phillips
SSG Ervin T. Schallitzky	SSG Howard R. Wilson
SFC Isaac Kukahiko	SFC J. Keliipaakaua
SSG John A. Bocade	SSG Robert G. Maxfield
SSG Charles Evans	SSG Ronald Wheeler
SSG Earl D. Moorehead	SFC Ronald D. Guy
SSG David J. Magyar	SSG Ernest B. Morris
SFC Jerry Patterson	SSG Michael Whalen
SSG Thomas P. White	SSG Raul Garcia
SFC Barney Ortega	SFC David Bell
SSG Johnnie M. Bullock	SSG Albert A. Pando
SSG Ralph L. Johnson	SSG Clarence Stiffler
SSG Danny DeLong	SSG Paul A. Carroll
SFC Wayne Glubiak	SSG Jimmy Ramsey
SSG David J. Repolesk	SSG David Repolesk
SFC William Goodenough	SFC Roland K. Gerard
SSG Donald O. Sawtell	SSG George W. Hayes
SSG Carl Johnson	SFC Patrick E. Randolph
SGT Gerald Hughes	SSG Stephen Ferriter
SSG Barbara Winston	SFC Earl Winston
SSG James C. Brown	SSG Cornelio Segura
SFC Chris L. Schell	SSG James L. Edwards
SSG Edward Kesler	SSG Craig Shigematsu
SSG Willie L. Cook	SFC Dennis Dickinson
SFC Salvatore Fonte	SSG Jerry R. Wilcox
SFC Donald W. Lee	SFC Donald W. Lee
SSG Henry C. Thompson	SSG Donald Hales
SSG Henry A. Jacovino	SSG Henry A. Jacovino
SSG Linda L. Reed	SGT Linda L. Reed
SSG Eddie Eutsey	SSG Edwin J. Lebrun
SSG Peter J. Bilotta	SFC Norbert Scherf
SGT James W. Schaaf	SSG Donald J. Young
SSG Rudy U. Carrasco	SSG Tommy D. Gilliland
SFC Davis S. Williams	SFC Jacqueline G. Nash
SSG Victor Berrios	SSG Victor Berrios
SFC James Bigham	SSG Robert Chapman
SFC Lonnie A. Tobias	SSG Robert R. Wisdom
SSG Larence A. Howlett	SFC Keith J. Boyer
SSG Richard Butcher, Jr.	SSG Charles L. Cox

DRC
ALBANY
ALBUQUERQUE
ATLANTA
BALT/WASH
BECKLEY
BOSTON
CHARLOTTE
CHICAGO
CINCINNATI
CLEVELAND
COLUMBIA
COLUMBUS
CONCORD
DALLAS
DENVER
DES MOINES
DETROIT
FT. MONMOUTH
HARRISBURG
HONOLULU
HOUSTON
INDIANAPOLIS
JACKSON
JACKSONVILLE
KANSAS CITY
LANSING
LITTLE ROCK
LONG ISLAND
LOS ANGELES
LOUISVILLE
MIAMI
MILWAUKEE
MINNEAPOLIS
MONTGOMERY
NASHVILLE
NEW HAVEN
NEW ORLEANS
NEWBURGH
OKLAHOMA CITY
OMAHA
PEORIA
PHILADELPHIA
PHOENIX
PITTSBURGH
PORTLAND
RALEIGH
RICHMOND
SACRAMENTO
SALT LAKE CITY
SAN ANTONIO
SAN FRANCISCO
SAN JUAN
SANTA ANA
SEATTLE
ST. LOUIS
SYRACUSE

US ARMY RESERVE

1st Quarter	2nd Quarter
Mr. John M. Ford	SFC Richard Robinson
SSG Jorge R. Rascon	SFC Bobby Rollerson
SSG Albert Keels	SFC Albert Keels
Mr. Gary Thomas	Mr. Richard Caricofe
SFC Ned W. Shupe	SSG Thurman K. Adkins
SFC Edward Reardon	SFC Gary S. Miller
Mr. Robert F. Jones	SSG William W. Wight
SFC Danner Bierhaus	Mr. George Whitfield
SFC Jimmy Brown	SFC Wendell Setters
SFC William B. Vineyard	SFC Gerald A. Glowka
SFC Timothy E. Jones	SFC Edward C. Siebold
SSG Steven Pippenger	Mr. James Moore
SGT Bruce W. Massie, Jr.	Mr. W. D. Garland
Mr. Ray Pratt	SFC Armand Poney, Jr.
SFC Edward M. Levene	SFC David L. Hayes
SSG Virgil L. Sawyers	SFC Donald N. Nemec
SFC Roger D. Ferguson	Mr. Jerry L. Hinson
SFC Gary A. Edgecomb	SFC Robert L. Hooks
SFC Clifford M. Harvey	Mr. Guy W. Hanley
SSG Nishida Wellington	SSG Nishida Wellington
SSG Charles Chavez	SFC Clarence L. Brownlow
SFC Kenneth Whitsell	Mr. Richard Harmon
SFC Gayle P. Johnson	Mr. John T. Driver
Mr. Donald L. Burgess	SSG Pearle C. Ettinger
SSG Owen G. Deppe	SSG Owen Deppe
SSG Alfred Padilla	SSG Larry D. Henderson
SSG Alfred Snipes	SFC Leonard Lovell
MR. John L. Ballard, Jr.	SFC Dolores Spicer
SFC Jimmie L. Robins	SFC Paul Esler
SGT Alvin D. Leavell	Mr. Edgar E. Hopkins
SSG Conrado Angelino	Mr. Harold Rigsby
SSG Theodore C. Elias	SFC John M. Monroe
Mr. Michael D. Olson	Mr. Michael D. Olson
SFC Ronald Dison	SFC Kathryn M. Czukur
SFC Bob McGee	SSG Ronald J. Salem
Ms. Gail Noyes	SFC Elizabeth Wellman
Mr. Rodger Ingram	SFC Johnnie R. Rowe
Ms. Arlene Walker	Mr. Benedict Bachmeier
SSG Gale C. Young	SGT Hosieethe Hughes
Mr. Benedict Backmeier	SSG James L. Clayton
SSG Ernest F. Albiero	SSG Gina Wilson
SSG Marshall Dent	SFC Candace English
SSG Gena A. Wilson	SSG Bernard D. Offley
SFC Candace English	SFC Jack Burnett
SFC Robert C. Langley	SSG Betty Brewer
Mr. Gordon W. Heckman	Mr. John W. Johnson
SGT Betty Brewer	SFC Thomas G. Karren
Mr. John W. Johnson	Mr. Michael Graham
Mr. George R. Drabner	SFC Volney Willett
SGT Michael Solenberger	Mr. George Rivera
SFC Janet W. Gauthier	Mr. George Wood
SSG Hector Perez	SSG James C. Clifford
SSG Caryn Thornburg	SFC Milton E. Bartley
SSG James C. Clifford	SFC Bonnie Casler
SFC Danny E. Irvin	
SSG Thomas S. DiJohn	



Rings and Things

Recent recipients of recruiter rings and gold badges appear below. Inquiries concerning these listings may be addressed to the USAREC Awards Branch, or phone AV 459-3871, commercial (312) 926-3036.

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SFC Randolph G. Hill

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CINCINNATI

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SFC Gregory S. Hitt
SFC Rita K. Marshall
MSG Roger E. Yost

CLEVELAND

SSG Vance O. Hunter

COLUMBIA

SFC Rufus A. Smith
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SFC Joseph D. Krenn

MINNEAPOLIS

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MONTGOMERY

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SSG Alfonso C. Guzman
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SFC Anthony Brooks
SFC Russell H. Burmeister
SFC William K. Carpenter
SFC Gary D. Miller
SSG Anthony H. Scott

CONCORD

SFC Allen S. Tardiff

DALLAS

SSG Hugo Anderson
SSG James A. Campbell
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SSG Aubrey J. Powers

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SFC Richard M. Grady
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DES MOINES

GS7 Miles R. Conway
SSG Richard D. Crutchfield
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SFC Clifford E. Easley
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SSG Juan B. Lugo

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SGT Robert I. Fors
SSG Terry L. Bly

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GS7 Aubrey Sylvester
SGT James Vales

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SFC Edwin Collazo
SGT Octavio Cruz

NEWBURGH

SSG William Arroyo-Bonilla

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SFC Thomas E. Mattocks

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SSG David J. Hallman
SSG Curtis A. Orr
SSG David L. Schwartzkopf

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SFC Lewis J. Hickman, Jr.
SSG Aubrey L. Young

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SSG Mark S. Forler
SFC Lillie B. Franklin

PHILADELPHIA

SSG Clairmount J. Barnes
SFC Jeanette M. Britto
SFC Phillip R. Pratt
SSG Jerry R. Wilcox

PITTSBURGH

GS7 Randolph Brown
SSG Reginald D. Felix

PHOENIX

SSG Judy A. Boers
SFC Richard L. Brookshire
SSG Joseph D. Mc Hatton

PITTSBURGH

SGT Roy K. Turley
SSG Dale E. Vinroe

Recruiter Aid

CHAMPUS is "second pay" to all other health insurance plans for active duty families. This is an additional effort to reduce CHAMPUS costs while insuring that more funds will be available for distribution.

Second pay means that CHAMPUS beneficiaries who have other health insurance plans and coverage must first have that other insurance pay its portion of the medical bills before CHAMPUS steps in to cost-share the remaining costs for care that is covered.

The beneficiary must first file the claim with the other insurance plan before filing with CHAMPUS. A copy of the statement from the other insurance company, or a statement from the provider indicating the amount paid must be obtained and accompany the CHAMPUS claim.

Once the other insurance has paid, CHAMPUS will then consider the claim and pay up to the amount it would have paid had there been no other coverage or the

remaining balance, whichever is less. Payment from the other health plan may be counted towards the Champus outpatient deductible.

All other civilian health insurance plans must be indicated on the CHAMPUS claim form. CHAMPUS cannot pay any portion of the claim if a beneficiary decides to waive any benefits of the civilian plan.

Medicaid and CHAMPUS supplemental plans are the only exceptions to CHAMPUS' "second pay." If CHAMPUS beneficiaries have either of these types of coverage, they should file with CHAMPUS as soon after receiving care as possible. "Medicaid" or "CHAMPUS Supplemental" should be noted on the CHAMPUS claim form. In either of these instances, CHAMPUS pays first.

This "second pay" concept will not increase medical costs to the family but is estimated to become a multi-million dollar savings for the government. (USAREC-QOL)



MOS 13 M

Multiple Launch Rocket System

Crewman

The Multiple Launch Rocket System (MLRS) is an Army weapon program which will field 14 Divisional MLRS batteries of nine launchers each and four corps MLRS battalions of 27 launchers each during fiscal years 1983 and 1988.

Personnel strength for the new system will come from two sources. NCO strength, E6 and E7, will come from MOS 15D (Lance Crewmember). Enlisted strength will come from a new MOS, 13M (MLRS Crewman).

Meeting the demands of providing manpower for the new system while maintaining the readiness of the Lance Missile system is a challenge.

To help meet that challenge, MOS 13M was established. The new specialty serves two purposes: to serve as a feeder MOS for 15D, and to help alleviate the space imbalance military occupational skill problem in 15D

which is associated with the Lance weapon system.

MOS 15D was selected to provide NCO support for MLRS for three reasons:

- tactical similarities between the MLRS and Lance systems,
- availability of institutional training for the MOS,
- a need to make a broader range of assignments available for NCOs in MOS 15D.

Present fielding for each MLRS firing battery means the total requirements for NCOs in MOS 15D must be drawn from current Lance NCO strength. MLRS manning problems are further aggravated because authorizations for E5s, MOS 13M20, will be filled by E5s in 15D20 until the new soldiers in 13M are promoted to E5. Requirements for MOS 13M10 positions are currently being filled by soldiers recruited for the MOS. Personnel re-

quirements per MLRS firing battery for both MOS are:

<u>RANK</u>	<u>MOS</u>	<u>QUANTITY</u>
E7	15D40	4
E6	15D30	12
E5	13M20	15
E4	13M10	20
E3	13M10	18

To alleviate the current situation and to ensure inventory that will support both the MLRS and Lance systems, the Army has made several key management decisions that will affect both MOS 13M and 15D. They include:

- an enlisted bonus of \$3,500 for both MOS,
- priority recruiting for USAREC for both MOS,
- Ultra VEAP for MOS 15D,
- SRB of 2A for MOS 13M,
- SRB of 2A, 2B and 1C for MOS 15D,
- maintaining low promotion cut-

off score for early advancement of E5s and E6s in MOS 15D,

- accelerated promotions for soldiers in MOS 13M (an exception to policy),

- implementation of a reclassification for NCOs in MOS 15D to support MLRS,

- active solicitations under the force alignment program, and

- selective reclassification of overstrength NCOs on CMF 16 into MOS 15D.

MILPERCEN will continue to take necessary actions to ensure strength of both MOS 13M and 15D. More

initiatives now being undertaken are outlined in the MILPERCEN MLRS support plan that was distributed to the field on 10 Feb 83. The plan contains policy, describes the training program, and defines additional personnel management actions necessary to field the MLRS successfully. (MAJ Larry Kelly, MILPERCEN)

13M and 15D: Provide the manpower for MLRS

by CPT Mike Wood
US Army Field Artillery School
Ft. Sill, OK

MOS 13M is the MOS created for the Multiple Launch Rocket System (MLRS) crewman. In the MLRS battery the 13M soldier will be the primary operator of the self-propelled launcher loader (SPLL) and the heavy expanded mobility tactical truck (HEMTT). He will be trained to operate the launcher's fire control system, a computer located on the launcher that computes firing data and aims and fires the rockets.

The self-propelled launcher loader is the main component of the system. It is a fully tracked, rapid fire, free flight rocket launcher. The three man launcher crew can fire up to 12 rockets in less than 60 seconds. The crew can then move quickly from the launch

site, unload the expended rocket pods and reload with 12 more rockets.

The heavy expanded mobility tactical truck is a 10 ton resupply vehicle designed to carry the launch pod containers to the tactical launcher location and unload them using an onboard crane.

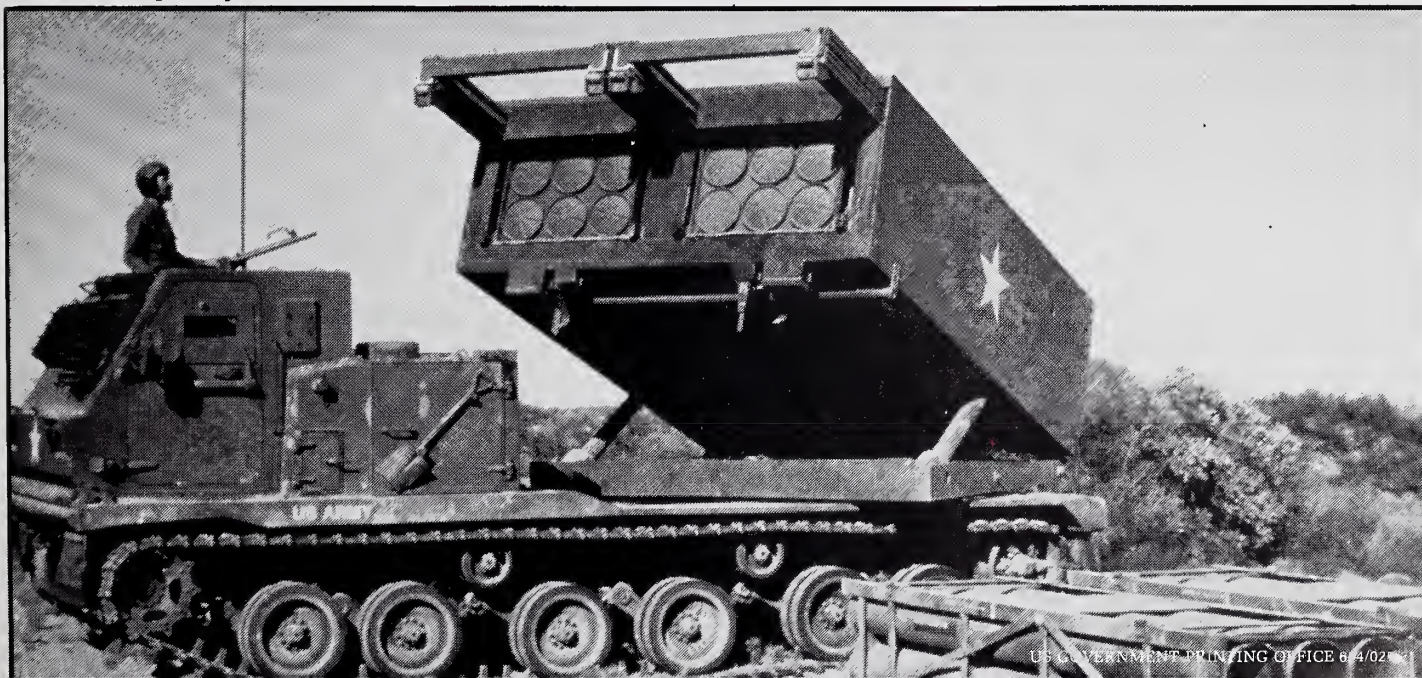
The SPLL, HEMTT and the MLRS organization are all brand new to the Army. The new 13M crewman will be assigned to an MLRS battery segment that has 9 SPLLs and 18 HEMTTs. The crew has a section chief Staff Sergeant, a gunner Sergeant, and a driver (SP4 or below).

New soldiers enlisted in MOS 13M must be male, have a physical profile of 222221 and be able to discriminate red and green colors. Enlistees must have an O _____ F _____ aptitude area score of 100 or greater and be capable of obtaining a security clearance of secret.

All 13M personnel will receive Basic Combat Training (BCT) and Advanced Individual Training (AIT) at Ft. Sill. The standard BCT will be conducted by the Field Artillery Training Center. Advanced Individual Training in the Field Artillery School will consist of a 6-week, 4-day course. In AIT, the crewman will be trained to maintain and operate SPLL and HEMTT vehicles and the fire control computer. He will also receive training in MLRS tactics and operations, communications and NBC (nuclear, biological, chemical) equipment.

Twenty-six MLRS batteries are to be added to the Army between 1983-1988 creating more than enough opportunities for young men to participate in this state-of-the-art Field Artillery system with assignment opportunities in the US, Europe and Korea.

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MOS 13 M

**Multiple
Launch
Rocket
System**

Crewman